



**Acceptance of Artificial Intelligence in the
Workplace:**
The influence of employees fixed or growth
mindset on AI acceptance

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Abstract

Title: The influence of employees fixed and growth mindset on AI acceptance

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Artificial Intelligence (AI) has already changed the way humans interact with the world and continues to even transform the world of work. To effectively implement human-machine collaboration and leverage the potential benefits of AI tools, employees must accept the AI tools they interact within their organizations. Therefore, the objective of this study is to determine whether an employee's mindset, either fixed or growth-oriented, influences their acceptance of AI in the workplace. Moreover, the study aims to examine the effect of employee's attitudes towards change and their technology familiarity on AI acceptance. In order to identify the interactions between the variables, a quantitative research method in the form of a survey was conducted. The comprehensive analysis of the collected data has shown that an employee's mindset marginally significantly influences their acceptance of AI technology in the workplace. The results further indicated that there is a significant negative effect of employee's attitudes toward change and a significant positive effect of their technology familiarity on the acceptance of AI, with greater technology familiarity associated with increased acceptance. This dissertation intends to contribute to the increasing literature in the areas of mindset and acceptance of AI, as well as to provide valuable implications for organizations considering the implementation of AI technologies.

Keywords: Artificial Intelligence, Fixed and growth Mindset, AI Acceptance, Attitude towards change, Technological Familiarity, Workplace

Sumário

Título: A influência da mentalidade fixa e de crescimento dos trabalhadores na aceitação da IA

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A Inteligência Artificial (IA) já alterou a forma como os seres humanos interagem com o mundo e continua a transformar o mundo do trabalho. Para implementar eficazmente a colaboração homem-máquina e aproveitar os potenciais benefícios das ferramentas de IA, os funcionários têm de aceitar as ferramentas de IA com que interagem nas suas organizações. Por conseguinte, o objetivo deste estudo é determinar se a mentalidade de um trabalhador, fixa ou orientada para o crescimento, influencia a sua aceitação da IA no local de trabalho. Além disso, o estudo visa examinar o efeito das atitudes dos trabalhadores face à mudança e a sua familiaridade com a tecnologia na aceitação da IA. A fim de identificar as interações entre as variáveis, foi realizado um método de investigação quantitativa sob a forma de um inquérito. A análise exaustiva dos dados recolhidos mostrou que a mentalidade de um trabalhador influencia de forma marginalmente significativa a sua aceitação da tecnologia de IA no local de trabalho. Os resultados indicaram ainda que existe um efeito negativo significativo das atitudes dos trabalhadores face à mudança e um efeito positivo significativo da sua familiaridade com a tecnologia na aceitação da IA, estando uma maior familiaridade com a tecnologia associada a uma maior aceitação. Esta dissertação pretende contribuir para a crescente literatura nas áreas da mentalidade e aceitação da IA, bem como fornecer implicações valiosas para as organizações que estão a considerar a implementação de tecnologias de IA.

Palavras-chave: Inteligência Artificial, Mindset fixo e de crescimento, Aceitação, Atitude face à mudança, Familiaridade tecnológica, Local de trabalho

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List of Abbreviations

&	And
AI	Artificial Intelligence
AIDUA	Artificially intelligent device use acceptance model
ANOVA	Analysis of Variance
b	Regression coefficient
CEO	Chief executive officer
EBIT	Earnings before interest and taxes
FinTech	Financial technology
H	Hypothesis
HR	Human resource
IOT	Internet of Things
M	Sample Mean
N	Total number
P	p-value
r	Pearson correlation coefficient
R ²	Multiple correlation squared
SD	Standard Deviation
SE	Standard Error
TAM	Technology Acceptance Mode
UTAUT	Unified Theory of Acceptance and Use of Technology
UTAUT2	Unified Theory of Acceptance and Use of Technology 2

1 Introduction

1.1 Opening thought

“The first thing to understand about fostering a culture of AI-readiness is that it must start with a fundamental shift in mindset.”

(Mike Bachman, 2023)

Simply the perspective with which humans see themselves and their environment can influence how they lead their lives. Carol S. Dweck (2017), a world’s leading researcher in the area of personality, social and developmental psychology, is convinced a simple belief has the power to transform a person’s psychological reactions to events, impacting whether they accomplish their goals. While those with a fixed mindset believe humans potential and qualities to be determined, individuals with a growth mindset believe qualities can be developed through effort and everyone can change given hard work and experience (Dweck, 2017). The latter take their chances, risk making mistakes, learn from them and try to grow beyond themselves in order to achieve their goals and focus on development, while the first believe in natural talent, prefer to avoid challenges and tend to identify themselves with their mistakes. As such, it is fundamental that individual’s mindset can be shifted (Dweck, 2017).

1.2 Relevance of the topic and Problem Statement

The world is constantly changing, and this is due to megatrends such as sustainability, demographic change, globalization, urbanization as well as increasing digitalization. The way in which people react to these developments and manage the associated challenges and opportunities will have a significant effect on the future world (Siemens, 2023). Especially technologies such as machine learning, robotics, AI and generative AI already have a major impact on the way humans live and work and will therefore continue to transform the nature of work as well as the workplace itself (McKinsey, 2018). In 2020 even the Society of Industrial and Organizational Psychology ranked AI and machine learning as the number one workplace trend, as an increasing number of employees have been exploring those new AI tools (SIOP, 2020). According to McKinsey’s annual research survey, the number of organizations that have adopted AI into their core business in 2022 has more than doubled since 2017. Companies can benefit from the implementation of AI in their core business processes in various ways,

resulting, for instance, in an increase in revenue as well as a decrease of costs (Maslej et al., 2023). However, it is important to distinguish that AI is not intended to take over the work of employees and reduce jobs, but rather to support and compliment human intelligence and consequently demand new skills and produce modern ways of working (Maslej et al., 2023). Thus, AI enables employees from monotonous and repetitive activities while deriving value from data by combining computer science and large, reliable datasets to deliver sophisticated problem-solving and decision-making capabilities in the physical world (Siemens, 2023). However, in Deloitte's State of Cognitive Survey 47% out of 250 senior executives indicated integrating AI technologies with existing processes, systems and in particular along existing staff would be difficult (Maslej et al., 2023). Supporting this statement Dinmohammadi (2023) discovered that many industries are either unable or slow to implement AI past the proof-of-concept stage at the corporate level. This raises the question of how the general integration of AI in companies can be optimized and how acceptance and willingness to use of these new technologies can be improved in order to enhance the collaboration with employees.

Even though AI is being more and more adopted by companies across industries, employees working along with it are often not being considered during the implementation. This miscalculation might lead to employees not understanding or even accepting the collaboration with AI, which indicates that it is unlikely to add any value to the company (Makarius et al., 2020). An article published in the Harvard Business Review magazine includes a research study involving 1,500 companies which confirmed the greatest performance gains are experienced by organizations when humans and machines collaborate (Wilson et al., 2018). Consequently, to successfully implement AI technologies into a company, it is essential that employees must interact and integrate AI tools within the framework of their work and demonstrate a certain willingness to use AI in their workplace (Makarius et al., 2020). In addition, research has shown that company's performance is positively impacted by information technology and both individual and collaborative learning, but only when these elements are enhanced by a culture and work environment that values learning. Therefore, apart from improving employee's technology familiarity, management should also foster and uphold a growth mindset environment and work culture that value collaboration as well as ongoing education (Ruiz Ruiz-Mercader, 2006). This is supported by Farrow's (2021) research, which suggests that a growth-oriented mindset is a central element of adaptability and future competence. The challenge of successfully integrating and accepting AI technologies in the workplace is therefore not just a

technological matter, but much more a question of employee's mindset as Mike Bachmann stated in August 2023 (Marr, 2023).

Whereas only few academic papers validate that increased technology familiarity, as well as employees positive attitude towards change will not only improve companies overall performance, but also, and especially, have an effect on employees acceptance of AI in their workplace in order to enhance the integration process, to date, however, no studies have confirmed that employees growth or fixed mindset has a significantly influence on AI acceptance in the workplace.

1.3 Research Objective

AI research in management should consider employee's mindset working alongside with AI technologies in order to influence their acceptance positively and creating more efficient human-machine interactions to maximize the value for the company in the long-term. The study aims to address the identified research gap and the research question can be formulated as the following:

Does an employee's mindset as fixed or growth influence their acceptance of AI technology in the workplace?

In order to provide an answer to the overall research question three sub-question were formulated:

RQ1: *Is there a significant difference in the acceptance of AI technologies between employees with a growth mindset and those with a fixed mindset, such that the more growth the mindset, the higher the acceptance of AI technologies?*

RQ2: *Will there be a significant effect of attitudes towards change on the acceptance of AI technologies, with positive attitudes associated with increased acceptance?*

RQ3: *Will there be a significant effect of technology familiarity on the acceptance of AI technologies, with higher technology familiarity associated with increased acceptance?*

The current work examines employees fixed and growth mindset with the objective to determine their influence on employee's acceptance and willingness to use AI in the workplace.

Furthermore, the effect of technology familiarity and the effect of attitudes towards change on the acceptance of AI will be investigated in the following research study. A quantitative research method was applied to address the sub-questions and to find a common solution to answer the overall research question. Therefore, a survey was conducted, and the results are intended as an enrichment to the already existing literature and a reference point for future studies. Furthermore, the results might inform companies on how to improve their strategies of AI integration and enhancing employee's willingness to use the new technologies.

1.4 Dissertation Structure

The following dissertation has a structure that is frequently used for empirical research studies and is therefore organized as follows. The first chapter has already presented an introduction to the relevance of the topic, the research questions, and the general research objective. The literature review in chapter 2 serves as the basis for the subsequent research and gives an overview of existing literature related to the topic. In particular, the relevant concepts of the fixed and growth mindset, the acceptance of AI technologies in the workplace and attitude towards change as well as technology familiarity are clarified. Whereas the third chapter contains the research methodology including the research design, participants, the data collection used in the dissertation and the variables measurement. Afterwards the fourth chapter exposes the data analysis and points out the main results based on the empirical research study. Finally, the fifth chapter discusses the research findings, compares those with previous research and presents the theoretical and managerial implications, as well as the limitations and opportunities for future research. To conclude the dissertation, the last chapter summarizes the main findings of the dissertation and outlines the key takeaways.

2 Literature Review

2.1 The rise of Artificial Intelligence

In 1957, inspired by the success of the Dartmouth summer conference, John McCarthy and Marvin Minsky initiated the AI project at MIT, which demonstrated potential in automating mathematical procedures, comprehending language, applying logic to solve issues, simulating human intelligence, organizing and learning (McCarthy et al., 2006). For instance, computer scientist John McCarthy, often referred to as the father of AI, proposed that the most effective way to use computers is through interactive mode. This mode allows computers to act as partners with humans, enabling them to solve problems (Rajaraman, 2014). After all, his main contribution was the introduction of the term AI to indicate computer programs that appear to demonstrate intelligence, meaning that computers perform tasks that, if performed by humans, would require them to be intelligent (Rajaraman, 2014).

Over the decades, AI has evolved from an abstract concept to a sophisticated, adaptable system that learns by interpreting external data and can accomplish specific objectives and tasks through flexible adaptation (Haenlein & Kaplan, 2019). Since the industrial revolution, technical innovation has transformed many manual tasks and operations that were previously limited by human physical capacity. Indeed, AI offers the same transformative ability to augment and potentially replace human roles and activities in a variety of industrial, intellectual, and social domains (Dwivedi et al., 2021). In 2011, the fourth industrial revolution not only introduced increasing automation, but also with the help of smart machines, a reversal from human-based decisions to machine-based decisions (Makarius et al., 2020). Whereas previously humans made critical decisions, it is now technology that enable computers to make data-based, reliable decisions, learn and interact accordingly (Syam et al., 2018). The phrase Industry 4.0 encompasses a broad range of technologies applied to the manufacturing industry, from product design to supply chain management (Singh et al., 2022). While the aim is to enable the transformation of traditional factories into smart, interconnected systems, these technologies include the Internet of Things (IoT), cloud computing, BigData analytics, robotics as well as AI and machine learning (Singh et al., 2022). Indeed, various industries apply AI technologies to facilitate the collection, structuring and analysis of large amounts of data in order to gain key insights for their business (O'Leary, 2013). For instance, besides the manufacturing industry additionally businesses like finance, healthcare, retail, supply chain, logistics and utilities can

be affected by AI tools (Dwivedi et al., 2021). As AI is valuable for nearly all organizational tasks (Makarius et al., 2020) it can provide a sustainable competitive advantage for organizations. In order to stay competitive, most organizations need to significantly increase their investments in data and AI, as there is enormous potential for growth and opportunities in AI adoption across all industries (Makarius et al., 2020). The latest annual McKinsey Global Survey (2023) reported that 55% of survey respondents confirmed their organization has adopted some kind of AI tools. Supporting this statement, only 23% of respondents stated that at least 5% of their company's earnings before interest and taxes (EBIT) in the previous year was attributable to the use of AI. This indicates that there is much more scope for value creation within the organizations. However, more than two-thirds of respondents are optimistic about the future of AI and anticipate increased AI investments by their companies over the following three years (McKinsey & Company, 2023). McKinsey and Company classify the implementation process into four stages: technological feasibility, solution development, economic feasibility, and end-user acceptance. The process of implementation can occur as automation solutions become economically feasible, although several variables can either facilitate or limit the timeline and rate of adoption (McKinsey & Company, 2023).

In summary while the increased implementation of AI in many sectors of the global economy delivers benefits, such as increased productivity, efficiency, and reliability, estimates suggest that up to one-third of current workplaces may be affected by automation by 2030 (Manyika et al., 2017). The following chapter will therefore concentrate on the implementation of AI at the workplace and will review the existing literature in the field.

2.1.1 AI implementation at the workplace

Although technologies have been affecting the way individuals work for decades, an article in the online Journal of Business Research stated, “*AI is set to fundamentally transform the future of work*” (Makarius et al., 2020, p. 1). Moreover, the rise of AI holds the promise of revolutionizing the relationship between humans and machines in the workplace (Kolbjørnsrud et al., 2017). Therefore, the effective integration of AI will enable companies to work with the machines rather than against the machines (Makarius et al., 2020). Indeed, AI technologies now have the capability to automatize work processes that currently consume 60 to 70% of employees' time (McKinsey & Company, 2023). Furthermore, scientists are certain that the acceleration of the workplace transformation is likely to be a result of the increase in the scope

for technological automation. Estimates indicate that between 2030 and 2060, up to half of today's work tasks could be performed automatically (McKinsey & Company, 2023), which leads to employees being uncertain about the impact of AI on their work. According to a previous study by Accenture, 36% of managers were concerned that AI would threaten their jobs, while 84% indicated that they expected AI to make their work more effective and interesting (Kolbjørnsrud et al., 2017). In addition, higher turnover, cynicism, depression and lower organizational commitment as well as career satisfaction are experienced by workforce who perceive that they will be replaced by AI (Brougham & Haar, 2017). Consequently, technologies should support employees and enhance their intelligence rather than replacing them (Deloitte, 2017). Hence, instead of eliminating jobs, AI should be used to make work processes more efficient (Derrick, 2023). AI can increase human capabilities and productivity, while releasing employees from routine tasks and enhancing their physical capacities (Wilson & Daugherty, 2018). Under purposes of the collaborative ability, humans and AI effectively augment each other using their complimentary advantages. The latter's rapidity, capacity for growth, and quantitative ability, and the human's management, collaboration, creativity, and interpersonal abilities (Wilson & Daugherty, 2018).

Whereas those adopting AI simply for automation without embracing collaborative intelligence will not achieve its potential, companies with innovative minds that harness the power of collaborative intelligence will revolutionize their processes, markets and workforces (Wilson & Daugherty, 2018). In order to enhance effective human machine interactions Wilson and Daugherty (2018) suggest rethinking work processes, encouraging workforce engagement, being proactive in driving AI strategies, gathering data accountably, and transforming work to involve AI and develop relevant employee competencies. It is therefore necessary to involve humans in machine learning processes such as training machines, interpreting their results and supervising their appropriate usage (Wilson & Daugherty, 2018). The relevance of these AI initiatives was validated by a conducted survey which results has discovered the better a company applied these fundamentals, the higher the performance of its AI initiatives in terms of velocity, cost savings, returns or other operational indicators (Wilson & Daugherty, 2018). Individuals must understand how to delegate tasks to the new technology and how to combine their own strengths with those of an intelligent machine in order to work effectively in human-machine interaction (Wilson & Daugherty, 2018). Hence skills and educational qualifications will shift in the future and the composition of the workforce will be forced to adopt to these

developments (McKinsey Global Institute, 2018). Employees basic digital skills will be expected from companies as well as their readiness to work along with machines that are gaining in capability (McKinsey Global Institute, 2018). According to the Artificial Intelligence Index Report (2023), for instance, organizations in the United States are demanding more and more employees possessing AI-related knowledge and capabilities. Given these developments, the future is likely to bring increased need for talent programs to support the recruitment, transformation, and reskilling of the workforce (Deloitte, 2017). Various scientists are convinced that in order to successfully adopt AI organizations must invest in education for all employees from management down (Fountain, 2023). Once an organization has been fully assimilated AI into its business, its workforce is more likely to experience positive psychological results and improved work performance (Fountain, 2023).

In conclusion the human machine interaction refers to a collaboration that leverages the strengths of both humans and AI systems to achieve optimal performance (Jarrahi, 2018). Hence scientists suggest a shift in the study of AI from perceiving AI as an approach but rather as a collaborator with the aim to understand how to successfully implement it to gain value for the adopting organization (Makarius et al., 2020). McKinsey (2023) even goes so far as to identify human talent and organizational structure as a bottleneck in the implementation process, as humans may have different levels of acceptance of technology based on their individual preferences, which could affect the speed of adoption (McKinsey & Company, 2023). The next chapter will clarify the relevance of employees AI acceptance at the workplace to optimize effective human machine collaboration.

2.1.2 Employee AI acceptance

The effective implementation and use of new technology is often identified as being reliant on humans' acceptance (Adell et al., 2018). In an interview Roman Stanek, founder and CEO of the software company GoodData, reports many AI projects begin by attempting to adopt a certain technical method and, unsurprisingly, frontline managers and workforce members do not perceive it to be useful, meaning there is no effective acceptance and no return on investment (Makarius et al., 2020). Once they perceive AI as beneficial to their job performance, they become more enthusiastic and effective in driving successful project implementation, despite the fact that change often comes from the top and implementation rather from the bottom (Makarius et al., 2020). The existing literature describes acceptance as

the intention to use, buy or try a product or service (Kelly et al., 2023). Scientists confirmed the full benefits of AI will only become apparent if the workforce accepts the use of the technology (Logg et al., 2019; Andronie et al., 2021). Moreover, the perception of ease of use, which is the degree to which a user considers the system to be effortless to use, can have an important impact on the acceptance of AI (Venkatesh & Davis, 2000). However, acceptance of AI technologies among employees is sensitive to the balance of benefits and disadvantages, and therefore requires AI systems that are adapted to meet specific needs (Fukumura et al., 2021). In addition, the existing literature repeatedly states trust in AI tools is decisive factor in whether humans accept AI and support the adoption of these technologies actively (Glikson & Woolley, 2020). This primarily implies transparency in the way AI is deciding and performing tasks (Ghosh et al., 2022). Second, it involves allowing those in charge to intervene and regain responsibility when necessary (Ghosh et al., 2022). This is key to preventing negative impacts on business performance, the company's reputation, regulatory compliance and, most importantly, humans as such (Ghosh et al., 2022). Indeed, for some employees, building trust with machines that lack actual human emotion or the ability to empathize with colleagues may be problematic (Huang et al., 2019). However, this is leaving an organizations management with the constant challenge of determining the optimal way to implement AI in their business (Makarius et al., 2020). Organizations therefore must develop a culture in which AI has a positive effect on the workforce and create an environment that is supportive and minimizes the distrust of AI, which in turn increases its acceptance (Jain et al., 2022). While creating an optimal environment for human machine collaboration, organizations must additionally tackle the concerns that employees might have about the new technology (Jain et al., 2022).

Both perceived use and ease of use are important factors in the acceptance of new technologies, hence they are part of the Technology Acceptance Model (TAM). TAM has gained widespread acceptance as a solid and effective model for predicting user acceptance of technology in a variety of environments and has served as a research tool in several studies (Ursavas, 2012). Fred Davis, developer of TAM in 1989, stated that a system of technical capability will not succeed if humans do not accept the new technologies available, thus it is essential to identify the factors that cause humans to accept or reject a system in order to forecast and optimize it (Silva, 2015). However, in addition to the TAM model, the Unified Theory of Acceptance and Use of Technology model (UTAUT) and UTAUT2 as well as the Artificially intelligent device use acceptance model (AIDUA) must also be taken into account when investigating human

acceptance of technology. The UTAUT model includes the four key elements performance and effort expectancy as well as social influence and facilitating conditions in order to determine the user's behavior intention to use technology (Venkatesh, et al., 2008). The original UTAUT model was developed to measure the adoption and use of technology in a managerial context and these dimensions were not included in the model for customer acceptance processes. UTAUT2 was therefore designed using the three additional components hedonic motivation, price value and habit while offering an improved accuracy compared to TAM (Venkatesh, et al., 2008).¹ In addition scientists are convinced the implementation of AI tools is divergent in comparison to the adoption of traditional technologies (Makarius et al., 2020) and therefore TAM, UTAUT and UTAUT 2 might not successfully represent the complexity of AI in this work. However, the AIDUA model aims to explain factors which influences individuals' willingness to accept AI devices (Gursoy et al., 2019).

All in all, employees concern about job replacement, the lack of knowledge about the use of AI, the absence of technology-based training, as well as the low trust in new technologies can lead to negative perceptions and consequently preventing the accepting and successfully adoption of AI (Jain et al., 2022). Additionally, the way individuals perceive their environment might have an impact on their acceptance which will be clarified in the following chapter.

2.2 Mindset theory

As humans interact and gain knowledge about their environment, they inevitably evolve their unique beliefs about the world, which must have significant consequences on both what they choose to act on and how they act on it (Dweck, 2017). Scientist Carol S. Dweck (2019) had observed that children's attributions predict a "helpless" or "masterly" reaction to a failure, despite the fact that their capabilities are equally high. Based on their interpretation of a failed attempt, some children faltered, while others embraced the new opportunity (Dweck, 2019). The Achievement goal theory, subsequently developed by academics (Dweck & Yeager, 2019), indicates that students achievement goals, either a performance or a learning goal, can influence how they respond to failure. Whereas the performance goal proves people's abilities, the

¹ As this research intends to go beyond those models and investigate factors such as attitudes towards change, technology familiarity, and individual mindset, these models are not used in this research.

learning goal improves their skills. Consequently, the research on mindset has begun in order to find an answer on how children with equal abilities have different needs for either demonstrating or improving their ability (Dweck & Yeager, 2019). Scientist Mary Bandura along with Carol S. Dweck (2019) concluded that the feeling differs depending on whether humans want to prove or improve their abilities. While an intense desire to increase one's abilities appears to seem like a more dynamic characteristic that can be improved, an intense need to prove one's ability makes it seem like a fixed attribute that defines oneself (Dweck & Yeager, 2020). This led to the establishment of the implicit theories of the fixed and growth mindset, of which many individuals are still unaware (Dweck & Yeager, 2020). These two theories will be explained in more detail in the following chapters.

2.2.1 Fixed mindset

The fixed mindset theory assumes that individuals have certain qualities and abilities that they must reassure themselves of and any situation presents them with an opportunity to prove their intelligence, character, or personality, to themselves, but also to their surroundings (Dweck, 2017). Research has shown that when confronted with a challenging situation, those with a fixed mindset generated a feeling of total failure and helplessness while fearing challenge (Dweck, 2017). They believe that if it does not work out the first time, then they do not have the necessary capabilities to succeed, nor will they ever be able to do it, because effort will not bring success (Dweck, 2017). Effort is seen as failure, as not having the talent to accomplish tasks without effort. Fixed mindset types of demand that competence must appear of a certain nature before any kind of learning can occur (Dweck, 2017). Indeed, Dweck (2017) is convinced individuals with a fixed mindset are likely to rather refuse an opportunity to learn and grow because of fear of failing. In an experiment at Columbia University, participants brain waves were measured while they were performing a task and receiving feedback afterwards (Dweck, 2017). The brain waves confirmed that fixed minded participants were only interested when the feedback referred to their capabilities, whereas when they were given feedback on ways to improve, the brainwaves showed no interest as they were not prioritizing learning (Dweck, 2017). Furthermore, an analysis by Carol S. Dweck (2017) demonstrated that fixed oriented individuals' dwell on their problems, and in fact torture themselves with the belief that setbacks indicate a lack of ability. Failures branded them and prevented them from developing a way to succeed, which even resulted in higher overall levels of depression (Dweck, 2017).

While fixed minded individuals believe in fixed traits and success is someone's talent, failures measure a person and efforts are for the talentless, the growth mindset holds contrary beliefs (Dweck, 2017). This theory is discussed in more detail below.

2.2.2 Growth mindset

In contrast, individuals with a growth mindset do not constantly try to convince themselves and others of their capabilities but rather see a situation as an opportunity to develop (Dweck, 2017). Even though every human is individual, a growth mindset supports the assumption that any skill can be developed through effort and experience. Moreover, a human's true potential is unknown and by constantly growing and learning, one can change and even grow beyond oneself (Dweck, 2017). While humans challenge themselves to constantly grow, they develop subsequently a passion for learning (Dweck, 2017). Dweck's (2017) research has shown that when confronted with a challenging situation, those with a growth mindset are less likely to feel distressed but rather take the chance, face the challenges and continue to work on them. Although failure is not a desirable outcome, growth-oriented humans do not define themselves in terms of failure, but instead consider it a problem that needs to be addressed and learned from (Dweck, 2017). Thus, they need precise knowledge of their capabilities, strengths and weaknesses in order to learn effectively, as those humans are more likely oriented towards learning (Dweck, 2017). Furthermore, they believe even the greatest minds require effort to achieve what they aim for. While they value natural ability, they highly praise effort, because regardless of what ability one has, it is effort that activates that capability and transforms it into achievement. Effort is viewed as possessing the power to transform and change a capacity and perhaps even a whole person while failure encouraged their motivation (Dweck, 2017).

However, even though mindsets are strongly held beliefs and they are part of a person's personality, they can be changed in order to experience a new perspective on one's environment and to achieve one's full potential (Dweck, 2017). Although a person may be changing their mindset, the original beliefs are not being replaced, instead, the new beliefs are being brought into place beside the existing ones, and as these strengthen, they create a new way of thinking, feeling and behaving (Dweck, 2017). When individuals with a fixed mentality develop a growth mindset, they are committing themselves to growing, and growth requires time, effort and support from each other (Dweck, 2017). The following chapter therefore provides an overview

of the relevance of shifting an organization's workforce mindset from a fixed to a growth mindset.

2.2.3 Relevance of a growth mindset at the workplace

“I don’t divide the world into the weak and the strong, or the successes and the failures.... I divide the world into the learners and nonlearners.”

(Benjamin R. Barber)

As existing literature has confirmed a growth mindset contributes to greater employee commitment. Whereas committed employees work with dedication, are invested in their role and are mentally focused on their work (Keating & Heslin, 2015). Yet disengagement persists in most organizations, even though there is a growing understanding of the kinds of work environments that foster engagement (Keating & Heslin, 2015).

Many companies are participating in the war for talent, investing significantly in order to maintain a competitive advantage in the market (Dweck, 2017). Indeed Enron, a former American energy company, mainly hired candidates with the highest qualifications and placed full trust in their talent. While this created a corporate culture centered on talent, it compelled the workforce to adopt a fixed mindset (Dweck, 2017).. Consequently, a company that does not manage to learn from its failures and strive for growth ultimately cannot thrive in the long term (Dweck, 2017). In a fixed minded work culture, individuals have a need to prove their worth and demonstrate their superiority, whereas often managers use their employees to fulfil this need, rather than encouraging their employee’s development (Dweck, 2017). When managers start to control and judge, they push their workforce into a fixed mindset. Instead of being motivated to learn, grow and develop, employees start to be concerned about being criticized, making it challenging to overcome a companywide fixed mindset (Dweck, 2017). As Benjamin R. Barber stated, it is neither success nor strength that is significant, but one's ability to learn (Dweck, 2017).

In contrast, organizations that encourage a growth minded workforce are continuously striving to improve, learning from their experiences and concentrating on what qualifications they and the organization will require in the long term (Dweck, 2017). Management with that mindset encourages its workforce by providing both mentoring programs as well as employee

development programs enabling them to develop personally as well (Dweck, 2017). By believing in the development of individuals, these programs bring value to the concept of human resources becoming a way of developing the potential of an organization. Hence, managers, as well as their employees, require a foundation to grow mindset, alongside targeted training programs in communicating and mentoring successfully (Dweck, 2017). A growth mindset training program can therefore serve as a valuable initial approach to establishing a growth mindset culture that allows individuals to thrive (Dweck, 2017). The belief in human potential and development must be the basis for a management to become an enabler of growth for themselves, their workforce and the organization itself (Dweck, 2017). This belief is the willingness to accept change as well as to take opportunities, and it is reflected in growth mindset. Management must be the leading innovators in the organization, embracing a growth mindset through a willingness to both teach and learn, to give and receive feedback, and to address and overcome challenges (Dweck, 2017). Rather than rewarding performance, individuals should be valued for their initiative, for carrying out a challenging task, for adopting a new approach, for being resilient in the case of a setback, and even for accepting and implementing criticism (Dweck, 2017).

2.2.4 Relevance of a growth mindset in the acceptance of AI technologies

Dang and Liu (2022) proposed that for individuals with a fixed mindset, robots designed with AI may be perceived as a threat. In contrast, for individuals with a growth mindset, robots may rather present opportunities for human development. In addition, it was postulated by Dang and Liu (2022) that fixed minded individuals are more likely to employ strategies in order to not allow further development of robots. Conversely, growth minded individuals are more likely to support the further progress of robots, as they perceive robots as a chance to learn to develop their own minds (Dang & Liu, 2022). Accordingly, the Dang and Liu (2022) propose that having a growth mindset would be linked to having a favorable attitude towards robots and viewing them as assistants rather than as competitors with human beings. Their theory was validated by the research findings, which indicated growth minded individuals responded less negatively to robots than people with a fixed mindset (Dang & Liu, 2022).

Research has shown that having a fixed or growth mindset affects preferences, including brand acceptance and trust, with fixed minded individuals demanding products that confirm their perception of themselves, and growth minded individuals demanding products which enable

them to grow and develop (Murphy & Dweck, 2015). Furthermore, studies have shown that fixed minded individuals are less interested in complex technical products compared to those who consider their minds to be incremental, as the former generate user feel ineffective (Sharifi & Palmeira, 2017). Additionally, Solberg et al. (2020) discovered that individuals who perceive their abilities to use technologies as fixed expressed greater concerns about the possibility of appearing incapable when using complex technological products; these anxieties hindered them from accepting new technologies. The beliefs that employees hold regarding technology change will likely determine whether or not they participate in the digital transformation programs of their organization (Solberg et al., 2020). Employees perceptions of new technologies as either opportunities for growth or as interfering on their ability to demonstrate competency are affected by their beliefs about the adaptability of personal ability as fixed or growth minded (Solberg et al., 2020). This raises the question whether this effect can also be seen in the acceptance of AI technologies in the workplace. Based on the existing literature and the findings presented the following hypotheses can be developed:

***H1:** There is a significant difference in the acceptance of AI technologies between employees with a growth mindset and those with a fixed mindset, such that the more growth the mindset, the higher the acceptance of AI technologies.*

In fact, the introduction of AI tools in the workplace means a far-reaching change for the entire organization and the respective attitude towards change therefore might take on a role in acceptance and successful implementation. For this reason, the topic of attitude towards change is examined below.

2.3 Attitudes towards change

While according to Arnold et al. (1995) a person's attitudes indicate their feelings, thoughts or behavior about an object in a positive or negative sense, Elizur and Guttman (1976) have defined attitudes towards change as an individual's cognitions about change, their affective responses to change, as well as their behavior in relation to change. Research has shown that change in an organization can provoke a wide range of reactions in its employees, from very positive to very negative attitudes (Vakola & Nikolaou, 2006). Therefore, change can be embraced with enthusiasm and joy, and employees with positive intentions tend to support change in the organization. Conversely, employees with negative intentions who feel anger or

fear towards change tend to reject corporate change (Vakola & Nikolaou, 2006). Furthermore, negative emotional attitudes may also result in consideration by employees of leaving their organization (Chiu et al., 2021). Whereas a positive attitude towards change has been demonstrated to be a crucial element in the achievement of organizational aims and in the successful implementation of change initiatives (Vakola & Nikolaou, 2006). Consequently, the failure of organizational change programs is largely due to resistance to change, which is inversely correlated with the development of a negative attitude towards change. It can be concluded that employees' attitudes towards change can influence factors such as their work ethic, productivity and turnover intentions (Vakola & Nikolaou, 2006).

Harvard Business Review (2023) published an article by Fountaine et al. with the title “Building the AI-Powered Organization - Technology isn’t the biggest challenge. Culture is.”. Hence Fountaine et al. (2023) declares cultures mindset needed for a successful AI adoption is often absent as the majority of companies that were not born into the digital age, are committed to traditional mindsets and work practices. An organizations management often fails to consider not only the integration of AI but also the requirements that it entails (Fountaine et al., 2023). While the technology and appropriately trained employees are essential, it is equally necessary to align an organizations culture, business strategy and working practices to support a wide scope of AI (Fountaine et al., 2023). Therefore, an individual employees' attitude towards change is particularly significant for the acceptance of AI, as it influences emotions, perceptions and actions, which then affects how organizational members experience and respond to change within their organization (Lines, 2005). Suseno et al. (2021) collected data from a sample of 417 human resource (HR) managers operating in the Chinese market. Findings show that the beliefs of HR managers about AI and their fear of AI have a consistent impact on their readiness to adopt AI (Suseno et al., 2021). While beliefs about AI positively influence HR leaders’ attitude towards change, fear of AI negatively predicts one's attitude towards change (Suseno et al., 2021). Fountaine et al. (2023) agrees that change is not simple to navigate, and that managers must educate, motivate and resource their workforce for change even before integration. Therefore, understanding the boundaries of change can inform organizational managers about how to communicate with their workforce, but also how to identify opportunities for investment, determine which AI initiatives are most realistic, and what training and resources are needed (Fountaine et al., 2023). Management which ensures that barriers to change in the company are addressed at an early stage will be able to utilize the

opportunities offered by AI effectively and benefit from the advantages (Fountain et al., 2023). Prior to the adoption of AI, it is therefore essential to gain an understanding of employee attitudes in order to manage the AI adoption process effectively. In conclusion, employees' attitudes affect the success of implementation projects by influencing the level of employee engagement or resistance to AI implementation (Chiu et al. 2021).

From the studies presented, it is possible to derive the following hypothesis:

***H2:** There will be a significant effect of attitudes towards change on the acceptance of AI technologies, with positive attitudes associated with increased acceptance.*

2.4 Technology familiarity

The ability to utilize technology in a knowledgeable, and efficient manner, driven by factors such as convenience, success, and productivity, is referred to as technology mastery (Gleaton et al., 2023). However, there are factors that can impede this process, including poor functionality, time demands, as well as a lack of familiarity with the technology (Gleaton et al., 2023). As individuals interact with their environment, they acquire familiarity with the objects and phenomena that surround them (Pollack, 2003). This familiarity may extend to understanding and accepting the information presented to them, as humans are more likely to accept information that is familiar to them as truthful (Pollack, 2003). However, when individuals are initially presented with an unfamiliar concept or experience, they tend to adopt a cautious and skeptical attitude towards it (Pollack, 2003). Furthermore, in the case of abstract concepts that are entirely novel and outside the experience of individuals, skepticism and even disbelief may be a natural response (Pollack, 2003). Consequently, higher degrees of familiarity with technologies leads to increased acceptance of AI technologies, which in turn has a positive effect on perceived usefulness, perceived ease of use, as well as overall satisfaction with the novus technology (Na et al., 2023). In light of the growing impact of AI on financial technology (FinTech), Belanche et al. (2019) presented a research framework to enhance the understanding of the uptake of robo-advisors by a variety of potential customer groups. In their study, Belanche et al. (2019) found that the perceived usefulness and attitude of users with greater familiarity with robots were slightly higher. Furthermore, consumer attitudes towards robo-advisors were identified as one of the key determinants of adoption (Belanche et al., 2019). In a recent study, Horowitz et al. (2023) surveyed a sample to gain insight into how human

preferences influence the adoption and dissemination of AI. The findings revealed that individuals with prior familiarity and expertise with AI were more inclined to support the integration of all autonomous applications than those with a limited understanding of the technology (Horowitz et al., 2023). Nevertheless, familiarity with AI exhibited a dual nature, as individuals were also less inclined to endorse AI-enabled technologies when the technology automated functions they were already familiar with performing (Horowitz et al., 2023). In support of this, Clarke (2019) posits that an individual's familiarity with technology may serve as a predictive indicator of their acceptance of technology (Clarke, 2019).

Based on the studies presented, the following hypothesis can be derived:

H3: *There will be a significant effect of technology familiarity on the acceptance of AI technologies, with higher technology familiarity associated with increased acceptance.*

2.5 Conceptual Model

To gain a better overview, Figure 1 depicts the conceptual model based on the developed hypotheses. Whereby the effect of the fixed or growth mindset, symbolizing the independent variable, on the acceptance of AI, indicating the dependent variable, is to be measured. In addition, the impact of the respective covariates technological familiarity as well as attitudes towards change on the acceptance of AI is tested.

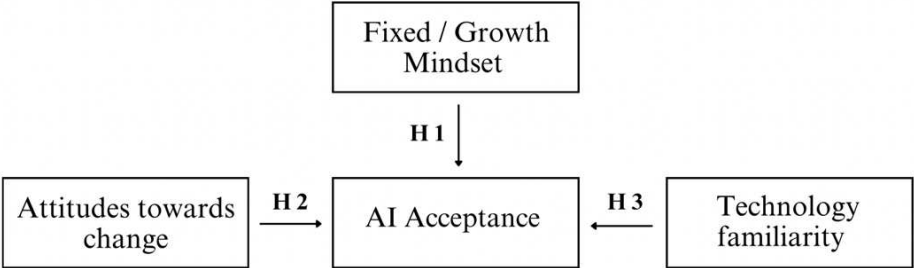


Figure 1: Conceptual Model

In conclusion the hypotheses of the current research study are the following:

H1: *There is a significant difference in the acceptance of AI technologies between employees with a growth mindset and those with a fixed mindset, such that the more growth the mindset, the higher the acceptance of AI technologies.*

H2: There will be a significant effect of attitudes towards change on the acceptance of AI technologies, with positive attitudes associated with increased acceptance.

H3: There will be a significant effect of technology familiarity on the acceptance of AI technologies, with higher technology familiarity associated with increased acceptance.

3 Research Methodology

3.1 Research Design

In order to answer the overall research question of whether an employee's mindset as fixed or growth influences their acceptance of AI technology in the workplace, an online survey was conducted. The survey was created using the web-based software Qualtrics, which allows users to create surveys through ease of use. The aim was to recruit at least 150 participants in order to aim for reliability of the results. Therefore, participants were presented with a series of questions in the form of Likert scales about their mindset, their acceptance of AI, their attitude towards change, and technology familiarity as well as demographics questions. In order to define the mindset of the individuals as very fixed or very growth minded, corresponding questions were asked at the beginning of the survey, the responses to which revealed which mindset the individuals possessed. The collected data was then transferred to the IBM SPSS Statistics and evaluated from there in order to accept or reject the corresponding hypotheses. This study followed a correlational design. In the following, the selection of participants, the exact data collection procedure and the measurement of variables are presented in more detail.

3.2 Participants

The survey participants were reached via the Prolific website, which enables the researchers to collect high-quality data in a short period of time. Prolific was the only way to participate in the study, as the survey was not shared through any other channels. For this, the survey participants needed their own prolific account, whereby they were assigned their own prolific ID and were paid accordingly for their participation as well as for the duration of the survey. Prior to the survey's commencement, participants were screened through Prolific. This was done in order to ensure that only individuals located in the United Kingdom could participate to avoid any potential language barriers. Finally, a total of 167 respondents participated in the

survey between May 10th and 11th, 2024. Seven respondents were excluded from further analysis due to their status as either unemployed or outliers. Consequently, the total number of participants considered in the subsequent analysis were 160 individuals, with 83 describing themselves as female, 76 indicated to be male and one respondent decided not to say. While participants received an average of £6.06 per hour in remuneration, the mean time taken by participants to complete the survey was 4:57 minutes. A demographic analysis of the respondents revealed that they were between the ages of 21 and 72 years ($M = 39.62$, $SD = 11.21$). The majority of respondents indicated that they had obtained a bachelor's degree (46.3%), while a smaller proportion had obtained a secondary education with a percentage of 25.6%. Furthermore, 23.1% of respondent stated to have a master's degree and 5% even a doctoral degree. The majority of respondents stated that they were currently employed as full-time employees (70.6), while 18,8% indicated that they would work part-time and 10% pointed out to be self-employed. However, only 6% specified to be a working student. When the participants were asked about the industry in which they work, the answers varied widely. As 8.1% of respondents indicated that they currently work in the industry of manufacturing, 7.5% in IT, 5.6% in financial services and 59.4% stated they work in an industry not listed in the survey. However, the majority of respondents (26.9%) have been employed by their current employer for more than ten years, 26.3% for more than five years, and 21.3% for between one and three years. When queried about their comfort level in the English language, the majority (93.1%) indicated to be extremely comfortable, while only 4.4% reported to be somewhat comfortable and 1.9% to be extremely uncomfortable with the English language. Finally, it is essential to mention that all 160 respondents answered the attention question correctly.

3.3 Data Collection Procedure

First, the participants were informed about the background of the research and notified about the anonymous collection of their answers as well as the possibility to get in touch with a contact person if they had any questions. After giving their consent, participants were confronted with a direct screening question, which ensured that only current employees could continue to take part in the survey. For all participants not consenting or without current employment, the survey was terminated immediately, and they were redirected back to the prolific homepage. The question about the respective Prolific ID of the respondent was automatically filled in correctly. As part of the anonymous survey, the participants were initially asked concise questions which, in the subsequent analysis, provided information on whether they have a fixed or growth

mindset. They were then given a brief explanation of the topic of AI and were asked about their acceptance of AI in the workplace, their attitude towards change and their familiarity with AI technologies. In addition, an attention question was included to show in the subsequent analysis how many participants answered the survey attentively. Demographic data such as age, gender, origin, educational level and current employment of the participants were recorded in the end of the survey. The respondents were also asked about their comfort level in the English language.

3.4 Variables Measurement

3.4.1 Independent variable

Fixed and growth mindset

Employee's mindset represents the independent variable in this study, whereas individuals tend to have either a very fixed or a very growth mindset. During the survey, participants were asked a series of questions, whereby their responses in the subsequent analysis revealed whether they were more likely to have a fixed or a growth mindset. The participants were intentionally not asked for their assessment of their mindset, as the risk of incorrect self-assessment had to be avoided. In order to measure the variable correctly, a scientifically approved scale by Carol S. Dweck (2017) was used. The eight items were measured on a seven-point Likert scale rated from 1 (Strongly disagree) to 7 (Strongly agree). For example, two items for measuring participants fixed and growth mindset are "Your intelligence is something very basic about you that you cannot change." or "You can substantially change how intelligent you are.". The four items which described an individual's fixed mindset required reverse coding to ensure that all items have the same direction of measurement, which allows for the calculation of a consistent scale and also prevents bias while improving the internal consistency of the scale. Reverse coding is achieved by transforming the response values of the negatively worded items to their positive counterparts.

3.4.2 Dependent variable

AI acceptance

The study has defined employee acceptance of AI in the workplace as a dependent variable, given that literature has demonstrated how organizations often fail to implement AI due to focusing primarily on the technological aspects rather than engaging their employees (Makarius

et al., 2020). The items were measured on a seven-point Likert scale rated from 1 (Strongly disagree) to 7 (Strongly agree). For measurement purposes ten items were used for this study developed by Yilmaz et al. (2023). Example items used in this study are “I find AI applications useful in my daily life” or “My interaction with AI applications is clear and understandable.”. It is also important to highlight that these items do not address all dimensions of the acceptance of AI and items may be added in future studies to further extend the measurement of AI acceptance.

3.4.3 Covariates

Attitudes towards change

The covariate attitude toward change occurring in the participants' organization was measured using a four items scale established by already existing literature (Tsaousis and Vakola, 2018). The variable was measured using a seven-point Likert scale with 1 (Strongly disagree) to 7 (Strongly agree). An example of an item for measuring participant's attitude toward change in their organizations is “I am skeptical about the outcomes of changes.”. Here, all items were worded negatively, whereby all response values of the negatively worded items were transformed to their positive counterparts. Thus, higher values reflect positive attitudes towards change.

Technology familiarity

The covariate technology familiarity was measured using three items adapted from the scale designed by Flynn and Goldsmith (1999). The variable was measured using again a seven-point Likert scale with 1 (Strongly disagree) to 7 (Strongly agree). An example of an item for measuring participant's familiarity with AI technologies is “I do not feel very knowledgeable about AI.”. All items were worded in a negative way, whereas all responses of the negatively worded items were transformed to their positive counterparts so that higher values reflect higher familiarity with technologies.

4 Results

4.1 Data Analysis

In order to conduct a comprehensive analysis of the collected data IBM SPSS Statistics has been used. Therefore, the descriptive statistics were compiled to gain an overall understanding of the respondents' demographics. Prior to analysis, some items of the scales for mindset, attitude towards change, and technology familiarity were reverse coded in SPSS. This was done to ensure that all items had the same direction of measurement and improve the internal consistency of the scale. Afterwards the reliability of each variable's measurement was evaluated by calculating each Cronbach's Alpha. As all Cronbach Alpha values were acceptable, the multiple regression was conducted to either reject or confirm the established hypotheses of the study. The conducted multiple regression method included multiple variables in order to provide a more precise model. Leading to an improvement of the predictivity of the model and explaining a greater variance of the dependent variable, AI acceptance. Furthermore, this method helps to understand the interactions and the importance of the variables by analyzing their individual contributions to the model. Below, the exact results of the scale reliability testing, as well as the hypotheses testing, will be presented. For a comprehensive overview on the results, see Appendix 1-3.

4.2 Scale Reliability

The reliability of each scale employed in this study had already been demonstrated in previous literature. However, as part of a comprehensive analysis, a test was conducted to determine the Cronbach Alpha for all scales. The scale of the independent variable mindset has a Cronbach Alpha of $\alpha = .914$. Due to Gliem and Gliem (2003) the value is considered as excellent. The scale of the dependent variable AI acceptance has revealed a Cronbach Alpha of $\alpha = .930$, which is considered as an excellent reliability (Gliem & Gliem, 2003). Both covariates had been tested as good (Gliem & Gliem, 2003), while attitude towards change has a Cronbach Alpha of $\alpha = .806$ and the analysis of the technology familiarity scale results in $\alpha = .864$. Therefore, all five constructs demonstrated internal consistency between the items, indicating reliability in predicting the variables, which provided a solid foundation for testing the hypotheses.

4.3 Hypotheses Testing

To investigate the effect of the independent variables on the dependent variable, AI acceptance, a multiple regression analysis was performed. The results of the test provide empirical evidence to support or reject the three hypotheses proposed in the dissertation. The multiple regression model was significant, $F(3, 156) = 25.89, p < .001$, with an R^2 of .332, considering for approximately 33.2% of the variance in AI acceptance. R^2 indicates the proportion of the overall variance in the dependent variable that can be explained by the independent variables. The correlation coefficient r of the model summary is 0.577 and indicates the correlation between the observed data and the values of the dependent variable AI Acceptance.

To test **H1**, which indicates there is a significant difference in the acceptance of AI technologies between employees with a growth and those with a fixed mindset, such that the more growth the mindset, the higher the acceptance of AI technologies, the study examined the regression equation forecasting AI acceptance from employee mindset. When carrying out a t-test there was a moderate positive relationship between the variables, with a 0.118 unit increase in AI acceptance, for every one-unit increase in employees' mindset. The relationship of the variables of mindset and AI acceptance are statistically only marginally significant, $t(156) = 1.889, p = .061$. Based on the results of the multiple regression, it can be concluded that **H1** is marginally accepted, with a positive relationship with AI acceptance. Consequently, the tests provide only little statistical evidence that employees with a growth mindset directly influence the acceptance of AI technologies in the workplace.

H2 predicted that there will be a significant effect of attitudes towards change on the acceptance of AI technologies, with positive attitudes associated with increased acceptance. Therefore, a t-test for the regression coefficient was conducted, resulting in a moderate negative correlation between employees' attitude towards change and their AI acceptance. There was a - 0.276 unit decrease in AI acceptance, for every one-unit increase in employees' attitude towards change. However, the relationship of the variables attitude towards change and AI acceptance are statistically significant, $t(156) = - 3.758, p < .001$. The results of the regression analysis indicate that **H2** is not accepted, even though that there is a significant effect of attitudes towards change on the acceptance of AI technologies, negative attitudes are associated with an increase in AI acceptance.

The third hypothesis predicted that there will be a significant effect of technology familiarity on the acceptance AI technologies, with higher technology familiarity associated with increased acceptance. To test **H3** the regression equation predicting AI acceptance from employee familiarity with technology was investigated. The results indicate a 0.314 unit increase in AI acceptance, for every one-unit increase in employees technology familiarity. This relationship is significant, $t(156) = -4.901, p < .001$, suggesting that technology familiarity makes a strong contribution to the model. Hence, the outcomes of the analysis indicate that **H3** is supported and there is a significant effect of technology familiarity on the acceptance AI technologies, with higher technology familiarity associated with increased acceptance.

In conclusion, the results of the hypotheses testing declare that technology familiarity is the strongest predictor of AI acceptance. While there is a significant negative influence of attitude towards change on AI acceptance, the impact of employees' mindset towards AI is not as strong as that of familiarity and attitude toward change. Overall, the model explains approximately 33.2% of the variance in AI Acceptance and is statistically significant, suggesting that the predictors have a meaningful impact on the acceptance of AI.

5 Discussion

5.1 Summary of Findings

This thesis examines the impact of employees' mindsets on their acceptance of AI technology in the workplace, addressing a notable gap in current research. Drawing on Carol Dweck's (2017) theories, the study differentiates between a rather fixed and a rather growth mindset to understand how this variable influence responses to technological implementation. Therefore, the primary research question investigates whether an employee's mindset, as very fixed or very growth-oriented, influences their acceptance of AI technology in the workplace. To answer this, the study formulates three sub-questions: the effect of mindset on AI acceptance, the role of attitudes towards change, and the influence of technology familiarity. Hence the hypotheses not only included the independent variable, employee's mindset, and the dependent variable, AI acceptance, but also two covariates employee's attitudes towards change as well as their familiarity with AI technologies. Using a quantitative research method the data was conducted and analyzed using a multiple regression model.

The first hypothesis posited a significant difference in AI acceptance between employees with a growth mindset and those with a fixed mindset. However, analysis revealed only a marginally significant correlation between mindset and AI acceptance. The results showed a positive relationship between mindset and AI acceptance, indicating individuals with a more growth-oriented mindset are more likely to be more accepting of AI technologies in their workplace. As the p -value is just above the accepted statistical significance level, mindset does not have a strong influence on AI acceptance.

The second hypothesis examined whether positive attitudes towards change would be associated with increased AI acceptance. Although the analysis showed a significant effect, the results revealed a negative relationship between attitudes toward change and AI adoption. This suggests that employees with negative attitudes towards organizational changes are more likely to accept AI technologies. Hence the multiple regression leads to the unexpected conclusion that **H2** cannot be supported.

The third hypothesis explored the effect of technology familiarity on AI acceptance, predicting that higher familiarity would correlate with increased acceptance. The multiple regression analysis confirmed this, showing a significant relationship between technology familiarity and AI acceptance. This indicates that employees who are familiar with AI technologies are more likely to accept them, supporting **H3** and emphasizing the need for organizations to enhance employees' technological knowledge to improve AI acceptance.

Furthermore, a linear regression for each hypothesis was carried out to gain insights on the relationships between each variable and the dependent variable, AI acceptance. Unexpectedly, some of the results were different from those of the more complex methods of multiple regression. The results of each linear regression can be found in Appendix 3. Although the multiple regression showed that for **H1** mindset was not a dominant factor in AI acceptance, a linear regression revealed the opposite. Indeed, the linear regression model indicated a significance when testing the relationship between employee mindset and AI acceptance. Furthermore, there was a moderate positive correlation between employee's mindset and AI acceptance. Consequently, based on the results of the linear regression mindset and AI acceptance would be statistically significant and **H1** would have been accepted. This might be

due to the possibility that some of the predictor variables in the model are correlated with each other, meaning they overlap or share some variance. This implies that changes in one predictor variable are associated with changes in another predictor variable. Thus, the interpretation of the regression coefficients as well as the reliability of the model may be affected. However, further research is crucial to understand these different outcomes and to obtain meaningful results on the influence of mindset on AI acceptance. Additionally, it is important to mention that the linear regression analysis showed similar results of a significantly but negative relationship between the variables of attitudes towards change and AI acceptance. Thus, employees with negative attitudes toward organizational change are more likely to accept AI technologies, leading to the rejection of the hypothesis. The observed negative relationship between attitudes toward change and AI acceptance may suggest that employees resisting organizational change perceive AI as a stabilizing rather than a transformative factor. Indeed, this contrary result might be due to a certain organizational context in which the implementation of AI is considered to be beneficial in the presence of other changes. Nevertheless, it may also be that, contrary to expectations, attitude towards change simply does not have a positive influence on the acceptance of AI in the workplace, with acceptance increasing with a positive attitude. However, additional research is required to gain a full understanding of the influence of employee attitudes toward change on AI acceptance in the workplace. Finally, it is important to highlight that the linear regression also showed the result of technology familiarity to be positively significant with AI acceptance and accepted **H3**.

In summary the study's findings highlights the importance of employee's mindset, attitudes towards change, and technology familiarity in the acceptance of AI in the workplace. In particular, employees with an increased technology familiarity and a growth-oriented mindset are more likely to embrace AI technologies, facilitating improved integration and maximizing organizational benefits. Surprisingly, negative attitudes towards change lead to an increased acceptance of AI in the workplace. The study provides a foundation for future research and practical guidance for organizations seeking to optimize their AI implementation strategies. Therefore, the theoretical and managerial implications arising from the study are explored below.

5.3 Theoretical and Managerial Implications

The findings of this dissertation offer valuable theoretical and managerial insights into the role of employees' mindsets in the acceptance of AI in the workplace. Theoretically, the research contributes to the existing literature on the mindset concept and provides a more in-depth understanding of AI adoption. Managerially, the study highlights the importance of fostering a growth mindset culture, especially enhancing employee's technology familiarity, considering individual's attitude toward change and overall building a supportive environment for AI adoption. By addressing these areas, organizations can improve the acceptance and effective use of AI technologies, ultimately enhancing their overall performance and market competitiveness.

In terms of theoretical implications, it is important to identify that both fields of the study, namely AI and mindset, have become increasingly fields of interest in recent years. This study contributes to the research on both topics and extends Carol S. Dweck's mindset theory by extending her research findings with AI acceptance in the workplace. The integration of psychological mindset theories with technology acceptance models enables a more comprehensive understanding of the predictors in organizational settings with regard to implementing new technologies such as AI tools.

This study results demonstrated that growth-minded employees are more likely to accept AI technologies in the workplace than those with fixed mindset. This aligns with the conclusions of Dweck (2017), who observed that individuals with a growth mindset tend to view challenges as opportunities for growth and are therefore more likely to face challenges. (Dweck, 2017). Likewise Dang and Liu (2022) identified that individuals with a fixed mindset perceive AI as a threat, while individuals with a growth mindset rather perceive AI as an opportunity for human development (Dang & Liu, 2022). The findings of this study also align with those of Dang and Liu, as the results indicate that growth-minded employees are more likely to accept AI. As prior studies by Sharifi and Palmeira (2017) have shown fixed-oriented individuals are less interested in technical products than growth-oriented individuals (Sharifi & Palmeira, 2017). The result of this study partially supports their findings, as they indicate that fixed-oriented employees are less likely to accept AI tools in the workplace than growth-oriented employees. This suggests that growth-minded individuals may be more interested in gaining familiarity with technologies and encourages further research into the relationship between those variables. Adell et al.

(2018) stated that effective implementation and use of new technologies is reliant on human acceptance. This study's findings demonstrated that employees' technology familiarity has a significant influence on AI acceptance and therefore contributes to Adell et al.'s (2018) findings. Moreover, the results of this study confirm the findings of Vogel et al. (2023) that a deeper understanding of AI, achieved through enhanced expertise and infrastructure within organizations, is a critical factor in overcoming employees' concerns about being replaced by AI and facilitating the acceptance of AI in the industry. In addition, the findings of the present study confirm Clarke's (2019) previous research suggesting that an individual's familiarity with technology can serve as a predictor of their acceptance of technology (Clarke, 2019). In their study, Chiu et al. (2021) suggested that employee attitudes affect the success of implementation projects by influencing the level of employee resistance to AI integration (Chiu et al. 2021). Indeed, the results of this study support the findings of Chiu et al. (2021), indicating that attitudes towards change influence AI acceptance. However, the impact is not as positive as previously suggested by Chiu et al. (2021), with a negative rather than a positive effect observed. Thus, the findings of the study contribute to the existing theoretical frameworks.

Besides the theoretical implications, the study results also offer managerial implications. By understanding and implementing these conclusions, organizations will be able to better navigate the challenges of AI integration and fully benefit from AI technologies. Based on the results of this study, organizations should foster a culture of growth mindset. This can be achieved through training opportunities for employees in order for them to develop and embrace challenges. As Dweck (2017) has discussed a growth mindset training program supports the establishment of a growth-minded organizational culture that allows individuals to thrive (Dweck, 2017). Conversely, the management of an organization must support their employees on their journey towards a growth mindset by encouraging them to face challenges, learn from setbacks and continuously seek to improve (Dweck, 2017). Organizational leaders should create a supportive environment which values continuous learning and the development of innovations in order to support the change of employee's mindset to a rather growth-oriented mindset (Dweck, 2017). For instance, Dweck suggested that management might create incentives to recognize and reward employee efforts (Dweck, 2017). Moreover, organizations must prepare their leaders and equip them with the necessary skills to guide employees through technological change, as Maslej et al. (2023) identified, working with AI demands new skills while transforming the world of work (Maslej et al. 2023) Due to Makarius et al., (2020) employees

are often not considered during the implementation of AI, resulting in a workforce that does not understand or even accept the collaboration with AI tools (Makarius et al., 2020). Hence, implementing effective change management strategies focusing on transparently communicating the benefits of AI, responding to employees' concerns, and engaging employees in advance of the process may be useful. Moreover, Wilson and Daugherty (2018) discovered that organizations adopting AI without embracing collaborative intelligence will not transform their processes, markets, or workforces. (Wilson & Daugherty, 2018). However, as the results of this study show, employee familiarity with AI technologies is a strong predictor of increased AI acceptance in the workplace and must therefore be an important part of an organization's AI implementation process. As Jain et al. (2022) has stated the absence of technology-based training can cause negative perceptions and may result in the refusal to accept AI and consequently prevent the successful implementation of these technologies (Jain et al., 2022). Hence to increase the familiarity of individuals with AI technologies, comprehensive training programs on new AI technologies must be provided. Through practical applications, employees will be able to reduce their resistance towards these new tools and may even gain confidence in their use, ultimately increasing their acceptance. The literature shows that several organizations have already established corporate AI training programs, which often include seminars, workshops, and mentoring by experienced industry peers (Fountain et al., 2023). With regard to the influence of attitude towards change, it is challenging to identify clear managerial implications due to the unexpected results. Consequently, this study recommends that organizations examine the attitude towards change of their employees in more depth. In particular, it is necessary to investigate whether there is an impact and, if so, the extent to which this might have a positive or rather negative impact on the acceptance of AI in their workplace.

Finally, organizations must monitor and gather insights on the impact of their strategies on employee acceptance of AI technologies. The collected data may be used to inform AI strategy adjustments and to customize AI strategies according to employee development needs. Furthermore, organizations may utilize employee feedback and engage them in discussions about AI integration to gain even better information about their individual perceptions and possible predictors of AI acceptance. It is possible that additional significant predictors of AI acceptance, which were not investigated in this study, may be identified during the process.

5.4 Limitations and Future Research

Finally, the potential limitations of the academic thesis are presented along with suggestions for future research. It is important to note that this study primarily relied on the work of scientist Carol S. Dweck for the topic of mindset, given that the mindset theory can be attributed to her, and she has published a significant number of studies on the subject. It is therefore possible that the studies used for the literature review may have led to biased results, which would have affected the conclusions drawn.

Firstly, this study used a quantitative research method to collect the data, which may have led to potential limitations. It is suggested that future research combine quantitative with qualitative research methods, such as in-depth interviews or focus groups. Thus, the results will give a deeper insight into employees' mindset and their experiences with the adoption of AI in the workplace. In addition, long-term studies could offer greater insight on how these correlations evolve over time. Especially since the adoption of AI technologies in organizations tends to be a longer process and over time, interesting changes in employee acceptance of AI may be observed. For example, studies could track changes in employees' mindset and their acceptance of AI over time, as this would provide information's into the evolvement with increased exposure to AI technologies.

Furthermore, the survey was only accessible via an electronic device and through the Prolific platform, which limited its reach. In order to participate, individuals had to first register. A further limitation of the study relates to the demographics of the sample. Due to the constraints of available resources, including time, funding, and accessibility, the study was limited to the collection of data from 160 participants. Having a relatively small sample size may reduce the statistical power of the analysis, thereby reducing the ability to identify significant effects. Consequently, future studies should include a larger sample size in order to enhance the generalizability of the findings and provide a more comprehensive understanding of the factors influencing AI acceptance. In addition to the sample size, the nationality of the participants was limited in this study. Only individuals from the UK were permitted to take part in the survey through Prolific screening to ensure that all participants were proficient in the English language and had a similar cultural background. Consequently, future research should conduct comprehensive studies across diverse cultural contexts to examine how cultural differences influence employees' mindsets and their acceptance of AI technologies. This approach would

provide a global perspective on the issue and ensure that all individuals have an equal opportunity to contribute to the research. Moreover, all participants were presented with a screening question at the beginning of the survey, asking whether they were currently employed. This excluded all individuals who are not currently employed by an organization. Resulting in the loss of potential data from individuals who, for example, had recently been employed and could have provided valuable insights. Additionally, the study's demographics may have been biased due to the unequal representation of female and male participants, as well as those with varying educational levels and industry backgrounds. In summary, the observed imbalance in the demographic characteristics of the participants may be considered a potential source of bias in the results.

Although this study focused on a limited number of variables, future studies could expand the model by including additional variables such as employee productivity, job satisfaction, trust in AI, or even social influence. These variables could then be examined for their correlations with employees' mindset and change in AI acceptance. Indeed, an investigation into the variable of organizational culture can offer valuable insights into the beliefs and shared values within an organization. Consequently, this can have a significant impact on the acceptance of new technologies such as AI among employees. Moreover, investigating organizational leadership styles could provide insight into the managerial approaches that influence employee engagement and the extent to which employees are open to organizational change. It is also recommended that future work focus on specific AI tools in the analysis and examine their varying influences. In summary, it is suggested for future research to further explore additional factors that might have an impact on employee's mindset and AI acceptance in various organizational contexts.

6 Conclusion

As AI has been changing the way humans live and work and will continue to transform the world in the future, it is likely that most individuals will be required to work with some form of AI technology in the near future. In order for human-machine collaboration to be effective and to leverage the potential benefits of such tools for the organization, employees must be willing to use and accept the AI tools they are interacting with. The mindset of an employee,

whether fixed or growth, can influence the way individuals perceive their environment and the scope in which they face challenges or tend to avoid them. This research study therefore developed a conceptual model based on the identified variables of fixed and growth mindset, AI acceptance, as well as the identified covariates of attitude towards change and technology familiarity. The results of the comprehensive analysis indicate that an employee's mindset marginally influences their acceptance of AI technology in the workplace. Indeed, employees with growth mindsets demonstrated a higher acceptance of AI in the workplace than those with fixed mindsets. Moreover, this study provides empirical evidence of the significant effect of employee's attitudes towards change on the acceptance of AI technologies. In particular, it was found that negative attitudes are associated with increased acceptance. Finally, the thesis reveals that there is a significant effect of employee's technology familiarity on the acceptance of AI technologies, while also being the strongest predictor of AI acceptance in this model. Individuals with greater technology familiarity tend to exhibit greater acceptance of AI technologies.

In conclusion, the study has identified the importance of fostering a growth mindset among employees and promoting a growth-oriented work culture in order to successfully adopt and implement AI technologies. In addition to fostering a growth-oriented organizational culture, organizations must also provide employees with opportunities to develop their knowledge of AI technologies and cultivate a positive attitude towards change. This study not only encourages organizations to prioritize their workforce when implementing new technologies but also calls for further research to investigate the topics of AI implementation and the interaction between humans and machines.

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Appendix

Appendix 1: Demographics sample

How do you describe yourself?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	76	47,5	47,5	47,5
	Female	83	51,9	51,9	99,4
	Prefer not to say	1	,6	,6	100,0
	Total	160	100,0	100,0	

How old are you?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	21,00	3	1,9	1,9	1,9
	22,00	3	1,9	1,9	3,8
	23,00	1	,6	,6	4,4
	25,00	1	,6	,6	5,0
	26,00	6	3,8	3,8	8,8
	27,00	7	4,4	4,4	13,1
	28,00	5	3,1	3,1	16,3
	29,00	8	5,0	5,0	21,3
	30,00	10	6,3	6,3	27,5
	31,00	2	1,3	1,3	28,7
	32,00	3	1,9	1,9	30,6
	33,00	4	2,5	2,5	33,1
	34,00	13	8,1	8,1	41,3
	35,00	3	1,9	1,9	43,1
	36,00	6	3,8	3,8	46,9
	37,00	3	1,9	1,9	48,8
	39,00	6	3,8	3,8	52,5

40,00	4	2,5	2,5	55,0
41,00	4	2,5	2,5	57,5
42,00	10	6,3	6,3	63,7
43,00	4	2,5	2,5	66,3
44,00	4	2,5	2,5	68,8
45,00	3	1,9	1,9	70,6
46,00	8	5,0	5,0	75,6
47,00	1	,6	,6	76,3
48,00	5	3,1	3,1	79,4
49,00	3	1,9	1,9	81,3
50,00	4	2,5	2,5	83,8
52,00	5	3,1	3,1	86,9
53,00	2	1,3	1,3	88,1
54,00	3	1,9	1,9	90,0
56,00	2	1,3	1,3	91,3
57,00	1	,6	,6	91,9
58,00	1	,6	,6	92,5
59,00	2	1,3	1,3	93,8
60,00	1	,6	,6	94,4
61,00	1	,6	,6	95,0
62,00	2	1,3	1,3	96,3
63,00	1	,6	,6	96,9
65,00	3	1,9	1,9	98,8
70,00	1	,6	,6	99,4
72,00	1	,6	,6	100,0
Total	160	100,0	100,0	

What is your highest level of education?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Secondary education	41	25,6	25,6	25,6
	Bachelor's degree	74	46,3	46,3	71,9
	Master's degree	37	23,1	23,1	95,0
	Doctoral degree	5	3,1	3,1	98,1
	Other	3	1,9	1,9	100,0
	Total	160	100,0	100,0	

What is your current employment status?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Full-time employee	113	70,6	70,6	70,6
	Part-time employee	30	18,8	18,8	89,4
	Self-employed	16	10,0	10,0	99,4
	Working student	1	,6	,6	100,0
	Total	160	100,0	100,0	

What industry are you currently employed in?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Tourism	4	2,5	2,5	2,5
	Manufacturing	13	8,1	8,1	10,6
	Automotive	1	,6	,6	11,3
	Consulting	6	3,8	3,8	15,0
	Real estate	6	3,8	3,8	18,8
	IT	12	7,5	7,5	26,3
	Financial services	9	5,6	5,6	31,9
	Energy Supply	1	,6	,6	32,5
	E-commerce	5	3,1	3,1	35,6
	Consumer goods	8	5,0	5,0	40,6

Other	95	59,4	59,4	100,0
Total	160	100,0	100,0	

How long have you been employed by your current employer?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	less than 1 year	22	13,8	13,8	13,8
	1 - 3 years	34	21,3	21,3	35,0
	more than 3 years	19	11,9	11,9	46,9
	more than 5 years	42	26,3	26,3	73,1
	more than 10 years	43	26,9	26,9	100,0
	Total	160	100,0	100,0	

How comfortable are you with the English language?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Extremely uncomfortable	3	1,9	1,9	1,9
	Neither comfortable nor uncomfortable	1	,6	,6	2,5
	Somewhat comfortable	7	4,4	4,4	6,9
	Extremely comfortable	149	93,1	93,1	100,0
	Total	160	100,0	100,0	

Appendix 2: Reliability Analysis

Scale: Mindset

Reliability Statistics

	Cronbach's Based	Alpha on
Cronbach's Alpha	Standardized Items	N of Items
,914	,914	8

	Cronbach's Alpha if Item Deleted
Your intelligence is something very basic about you that you can not change.	,900
You can learn new things, but you can not change how intelligent you are.	,897
You are a certain kind of person, and there is not much that can be done to change that.	,903
You can do things differently, but the important parts of who you are can not be changed.	,909
No matter how much intelligence you have, you can change it quite a bit.	,899
You can substantially change how intelligent you are.	,898
No matter what kind of person you are, you can change substantially.	,906
You can change basic things about the kind of person you are.	,912

Scale: AI Acceptance

Reliability Statistics

	Cronbach's Based	Alpha on
Cronbach's Alpha	Standardized Items	N of Items
,930	,930	10

	Cronbach's Alpha if Item Deleted
I find AI applications useful in my daily life.	,917
The use of AI applications increase my chances of achieving the things that are important to me.	,917
Using AI applications increase my productivity.	,919
The use of AI applications increase my chances of solving the problem I face.	,920
Learning how to use AI applications is easy for me.	,924
AI applications are easy to use.	,924
My interaction with AI applications is clear and understandable.	,920
If I experience any problems while using AI applications, I can access the necessary information for a solution.	,928
People whose opinion I value prefer me to use AI applications.	,928
People who are important to me are using AI applications.	,928

Scale: Attitude towards Change

Reliability Statistics

	Cronbach's Alpha Based on	Standardized Items N of Items
Cronbach's Alpha	,806	4

Item-Total Statistics

	Cronbach's Alpha if Item Deleted
Due to changes, I am not satisfied with my job anymore.	,736
Changes will not help the development of this organization.	,792
I am sceptical about the outcomes of changes.	,763

Changes are giving me a headache.

,734

Scale: Familiarity

Reliability Statistics

	Cronbach's Alpha	
	Based on	
Cronbach's Alpha	Standardized Items	N of Items
,864	,866	3

Item-Total Statistics

	Cronbach's Alpha if Item Deleted
I do not feel very knowledgeable about AI.	,814
Compared to most other people I know less about AI.	,863
When it comes to AI, I don't know a lot.	,739

Appendix 3: Hypotheses Analysis

Multiple Regression: AI Acceptance, Mindset, Attitude towards change & Technology familiarity

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,577 ^a	,332	,320	,98446

a. Predictors: (Constant), Mindset, Attitude towards Change, Technology Familiarity

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	75,302	3	25,101	25,899	<,001 ^b
	Residual	151,190	156	,969		
	Total	226,492	159			

a. Dependent Variable: AI Acceptance

b. Predictors: (Constant), Mindset, Attitude towards Change, Technology Familiarity

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients		Sig.
		B	Std. Error	Beta	t	
1	(Constant)	3,587	,552		6,499	<,001
	Mindset	,118	,062	,127	1,889	,061
	Attitude Change	-,276	,073	-,279	-3,758	<,001
	Technology Familiarity	,314	,064	,355	4,901	<,001

a. Dependent Variable: AI Acceptance

Regression: AI Acceptance & Mindset

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,237 ^a	,056	,050	1,16315

a. Predictors: (Constant), Mindset

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	12,730	1	12,730	9,409	,003 ^b
	Residual	213,762	158	1,353		
	Total	226,492	159			

a. Dependent Variable: AI Acceptance

b. Predictors: (Constant), Mindset

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients		Sig.
		B	Std. Error	Beta	t	
1	(Constant)	3,493	,327		10,673	<,001
	Mindset	,219	,072	,237	3,067	,003

a. Dependent Variable: AI Acceptance

Regression: AI Acceptance & Attitude towards Change

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,462 ^a	,213	,208	1,06214

a. Predictors: (Constant), Attitude towards Change

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	48,245	1	48,245	42,765	<,001 ^b
	Residual	178,247	158	1,128		
	Total	226,492	159			

a. Dependent Variable: AI Acceptance

b. Predictors: (Constant), Attitude towards Change

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients		Sig.
		B	Std. Error	Beta	t	
1	(Constant)	6,059	,259		23,399	<,001
	Attitude Change	-,458	,070	-,462	-6,539	<,001

a. Dependent Variable: AI Acceptance

Regression: AI Acceptance & Technology Familiarity

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,490 ^a	,240	,235	1,04403

a. Predictors: (Constant), Technology Familiarity

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	54,272	1	54,272	49,791	<,001 ^b
	Residual	172,220	158	1,090		
	Total	226,492	159			

a. Dependent Variable: AI Acceptance

b. Predictors: (Constant), Technology Familiarity

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients		Sig.
		B	Std. Error	Beta	t	
1	(Constant)	2,638	,271		9,745	<,001
	Technology Familiarity	,434	,061	,490	7,056	<,001

a. Dependent Variable: AI Acceptance