



From Automation to Leadership

Exploring emotional responses to AI integration in human roles

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Abstract

Title: From Automation to Leadership: Exploring emotional responses to AI integration in human roles

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This dissertation explores the emotional reactions of managers to Artificial Intelligence (AI) in tasks and roles traditionally performed by humans in the automotive industry. It studies how AI in business environments influences managers' perceptions and highlights emotional responses evoked by AI in routine, decision-making, and leadership roles. Following a qualitative approach, 20 semi-structured interviews were carried out with managers who are experienced in working with AI.

The findings reveal a broad spectrum of emotional reactions, depending on the role AI performs. Those reactions are influenced by various factors such as transparency, algorithm aversion, and the perceived complexity of tasks.

AI in routine roles has primarily evoked positive emotions like relief and satisfaction. However, its application in decision-making and leadership roles lead mainly to skepticism and resistance. This is due to concerns about AI's missing understanding of context and human judgment abilities. Besides, it was also discovered that algorithm aversion increased when AI took over high-responsibility tasks or roles, such as decision-making or leadership.

The study highlights the importance of transparent communication, employee involvement, and tailored trainings to create trust and acceptance of AI among employees. It extends the existing literature review as it uncovers reasons behind emotional reactions in specific AI roles and provides recommendations to improve AI acceptance within corporate structures.

Keywords: Artificial Intelligence (AI), emotional reactions, managerial perceptions, algorithm aversion, recommendations

Resumo

Título: Da Automação à Liderança: Explorando as respostas emocionais à integração da IA em papéis humanos

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Esta dissertação analisa as reações emocionais de gerentes à integração da Inteligência Artificial (IA) em funções tradicionalmente desempenhadas por humanos, com foco na indústria automóvel. Foram realizadas 20 entrevistas semiestruturadas para explorar como a IA em diferentes funções — rotina, tomada de decisão e liderança — afeta as percepções dos gerentes.

Os resultados mostram que as reações emocionais variam conforme o papel desempenhado pela IA, influenciadas por fatores como confiança, aversão a algoritmos e a complexidade percebida das tarefas. A IA em funções de rotina gerou emoções positivas, como alívio e satisfação. No entanto, sua aplicação em papéis de decisão e liderança provocou ceticismo, devido a preocupações com o julgamento humano e o contexto. A aversão a algoritmos foi mais forte em tarefas de alta responsabilidade. O estudo enfatiza a necessidade de transparência, envolvimento dos funcionários e programas de treinamento adaptados para criar confiança e aceitação da IA. Ele amplia a literatura existente ao abordar as respostas emocionais em diferentes funções da IA e oferece recomendações práticas para melhorar sua integração.

Esta investigação contribui para o estudo sobre comportamento organizacional e IA, servindo como base para investigação futura sobre o impacto emocional e comportamental da IA no ambiente de trabalho.

Palavras-chave: Inteligência Artificial (IA), reações emocionais, percepções gerenciais, aversão a algoritmos, recomendações

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List of Abbreviations

AI	Artificial Intelligence
HR	Human Resources
ML	Machine Learning

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1. Introduction

1.1 Topic presentation

"AI will not replace managers, but managers who use AI will replace those who don't."

- Thomas H. Davenport, AI and management expert (Davenport, 2018).

Artificial Intelligence (AI) was officially introduced by John McCarthy in 1956 and today is counted as one of three pioneering technologies in the world (Haenlein & Kaplan, 2021). AI is a broad field; it incorporates computer science, mathematics, and cognitive psychology in creating systems able to perform tasks that normally would involve human intelligence (Russell & Norvig, 2020).

According to Jarrahi (2021), AI is involved in transforming business industries and redesigning processes of organizations. Some of these industries are healthcare, finance, manufacturing, and retail (Jarrahi, 2021). Since AI is able to analyze large amounts of data, identify complex patterns, and make accurate forecasts, it is driving both innovation and efficiency (Enholm et al., 2022). It is positioning itself as an important tool for further growth in business industries and thus, is turning out to be an essential part of modern technology (Floridi, 2023).

The broad application of AI has evoked different responses from people and organizations based on where the technology is being applied (Sun & Medaglia, 2022). Following Glikson & Woolley (2020), in some industries, it is believed that the application of AI brings progress by performing routine works and enabling employees to engage in more challenging activities. On the contrary, other studies have shown that AI raises concerns when it replaces positions or takes over responsibilities that were usually performed by humans (Glikson & Woolley, 2020).

The above-mentioned quote by Thomas H. Davenport (2018) would suggest that the essence of AI is not necessarily to replace human roles and tasks but to augment human abilities in order to improve efficiency and decision-making. Employees willing to adapt to AI can develop their skills and their decision-making processes and thus stay competitive (Davenport, 2018). On the other hand, organizations and employees resistant to the introduction of AI may not be standing on the right track in this accelerated data-driven business world (Agrawal et al., 2022). This is particularly the case in sectors that are rapidly evolving due to growth in technology, like the automotive industry where AI

has established as a core element of innovation, productivity and overall growth (Davenport, 2018).

Among the many business industries, this study will specifically focus on the emotional reactions that AI elicits from employees in a global automotive company when AI takes over tasks or substitutes roles that are typically performed by humans.

1.2 Definition of the research variables

To better understand the progress of this study, the two key variables are explained in the following:

- **Artificial Intelligence (AI):**
The ability of a system to analyze and interpret information, learn from it and apply the knowledge to carry out tasks and meet objectives through adaptive changes (Haenlein & Kaplan, 2021). It refers to a development of machine-imitated intelligence that is able to perform activities related to problem-solving, learning, and decision-making (Russell & Norvig, 2020).
- **Emotional reaction:**
Emotional reaction is an immediate and instinctive response to a given situation or stimulus by an individual. It entails emotions like a response to anxiety, stress, excitement or empowerment that is able of shaping how individuals view and respond to things around them (King, 2020). Particularly in workplace settings where technologies such as AI can be considered complex, emotional reactions to situations and people influence business decisions and leadership (Bankins & Formosa, 2023).

1.3 Facts and figures of the importance of the topic

Organizations are adopting AI technologies for their operations quite rapidly (Kurup & Gupta, 2022). This trend is going to create a dent in the future of work to change the decision-making process and impact job roles and organizational structures (Jarrahi, 2021).

According to a recent report by McKinsey, 56% of companies use AI in at least one business function. This underlines the increasing reliance on AI in many industries with the idea to improve operational efficiency and decision-making (McKinsey, 2023).

According to the World Economic Forum (2020), by the year 2025, AI and automation

will displace 85 million jobs globally and create 97 million new ones. In these emerging job positions, new sorts of skills are needed: managing and enhancing human–machine interaction, and interpreting insights correctly that are provided by AI technologies (World Economic Forum, 2020).

However, as AI is quickly implemented, various concerns come along (Oldemeyer et al., 2024). One of those has to do with misplaced confidence in putting trust in AI for critical decision-making (Burton et al., 2019). This is because more than half of managers, or 67%, according to the PwC report (2019), were not very confident with the use of AI in decision-making that requires ethical judgment, or where the risks are high, such as in investment or hiring decisions. Missing confidence might hinder proper implementation and could stir forms of resistance, according to PwC (2019). Especially in cases where managers feel that the system will abuse the power of their control and redefine the roles of a manager (PwC, 2019). Another critical component is the emotional impact of AI at work (Lupton & Michael, 2023). A study by the MIT Sloan Management Review shows that 60% of employees working with AI experienced increased anxiety, especially in areas where AI was being used to supplement or even replace traditional human decision-making, argues Daugherty et al. (2018). The pressure on employees, more so for managers, is likely to increase when AI systems make suggestions that challenge their judgment or experience (Daugherty et al., 2018).

1.4 Identification of the research gap and research aim

While much research has been conducted on the technical capabilities of AI, less is known about the emotional reactions of managers to AI performing tasks and roles typically performed by humans (Presbitero & Teng-Calleja, 2023). According to Chang et al. (2024), most of the available studies have concentrated on the operational benefits of AI such as the improvement of work productivity or the minimization of human errors to the neglect of a deeper understanding of the emotional impact on employees working with AI (Chang et al., 2024).

This research aims to address how managers emotionally respond to AI, especially in situations where AI takes over tasks and roles traditionally performed by humans, as this field remains relatively unexplored. By looking into the underlying processes that lead to these emotional responses, this study contributes to a deeper understanding of the human components involved in AI integration (Presbitero & Teng-Calleja, 2023).

1.5 Description of general research approach

This study follows an explorative qualitative approach which starts by collecting and analyzing secondary data: Existing literature was reviewed to provide a basis for research (Flick, 2022). Smith et al. (2018) support this approach as they highlight the importance of combining secondary and primary data to get deeper insights into a topic (Smith et al., 2018). Building on this, there was a collection of primary data: Semi-structured interviews were conducted with managers of a global automotive company who have worked with AI in their professional environments. Choi (2021) argue that human emotions play a crucial role in the acceptance of AI within the workplace, which makes a qualitative method like semi-structured interviews especially valuable for gaining deep insights (Choi, 2021). With this particular emphasis, the study addresses the question of such emotional reactions and the acceptance of AI in a workplace context.

1.6 Problem statement

Analyzing AI's impact on employees and, in particular, their emotional components is critical as emotions can potentially impact work and decision-making quality (Glikson & Woolley, 2020). According to Glikson and Woolley (2020), emotions shape perceptions of technology and affect one's capacity to adapt to new systems. Without addressing human factors, organizations run the risk of facing problems of resistance and poor business results when AI is implemented on tasks and responsibilities that are usually done by people (Glikson & Woolley, 2020). For example, when AI takes over tasks like decision-making or leadership, employees may feel like their expertise is no longer needed, argues Jarrahi (2021). This can make them feel replaced rather than supported and might lead to negative emotions such as anxiety and frustration. Over time, this can result in lower motivation and employees avoiding the use of AI (Jarrahi, 2021).

1.7 Research questions

Thus, the aim of this dissertation is to conduct research that can answer the following question: How does the integration of AI into the workplace, where systems take over human roles and tasks, impact emotional responses within an organization? This leading question looks not just at understanding how the presence of AI influences the emotions of managers but also to reveal the reasons behind those emotional reactions. To this effect, the following research questions have been developed and are addressed in the course of this dissertation:

RQ1: What is the emotional reaction of managers to AI performing tasks and roles typically performed by humans?

RQ2: Why do humans have these emotional reactions when AI performs tasks and roles typically performed by humans?

1.8 Managerial and academic relevance

This research is relevant for both, managerial practice and academic theory.

According to McKinsey & Company (2023), from a managerial perspective, understanding employees' emotions regarding AI provides organizations with critical insights into how to assist managers more effectively, especially as AI becomes more integrated into tasks closely associated with management responsibilities (McKinsey & Company, 2023). For example, tapping into the reasons for emotional responses such as stress and fear can help develop ways to provide assistance or education that encourages engagement with AI (Gupta et al., 2024). Further, it is important for managers to notice how AI improves their functions and how to deal with AI in their work environment (Chernov & Chernova, 2019). As noted by the World Economic Forum (2020), this may improve their performance and in addition, help deliver better results for the organization (World Economic Forum, 2020). From an academic viewpoint, this study contributes to the existing fields of literature on organizational behavior, psychology and AI. By analyzing how managers emotionally respond to AI, particularly when it takes over tasks and roles traditionally performed by humans, this research introduces novel insights into the intersection between human emotions and AI (Sharma & Singh, 2020).

1.9 Dissertation structure

Following this introductory chapter, Chapter 2 will present a comprehensive literature review covering the key themes relevant to this study. These include a general introduction of AI, its transformative role in business and limitations, general and emotional reactions to AI in different roles and the link between emotional responses and behavioral reactions to AI with the focus on the role of algorithm aversion. Chapter 3 will explain the methodology with a focus on the conduction of semi-structured interviews with managers. Chapter 4 will present the interview results and point out the key topics that emerge from the findings. Following that, Chapter 5 will deal with the discussion of

the findings and present managerial and academic implications, as well as limitations of the study.

2. Literature review

2.1 Artificial Intelligence

AI is becoming a normal part of personal and professional life (Deranty & Corbin, 2024). People nowadays have many interactions with AI, ranging from casual usage of computerized data systems to encounters where they perceive AI as having human-like qualities (Shank et al., 2019).

AI affects one's daily activities as well as decisions in everyday life (Grundke, 2023). The most common and advanced of these AI applications are voice-activated personal assistance like Apple's Siri and Amazon's Alexa (Ghosh & Singh, 2023). With those tools, the users are able to perform their routines more efficiently by e.g., setting, reminders, playing music or providing weather updates (Hoy, 2018).

Besides this, Kaplan and Haenlein (2021) argue that customized recommendations make many digital services unique for users. Netflix, Spotify, and Amazon are few of the many companies which use AI technologies to provide customized suggestions by understanding the users' needs. Their research indicates that these suggestions are based on machine learning (ML) algorithms which analyze viewing, listening, or purchasing history in order to recommend users only those products that align with their interests and preferences. According to Kaplan and Haenlein's (2021) research, this increases user satisfaction and keeps them more engaged. Thus, the strong role of AI in influencing consumption habits is underlined (Kaplan & Haenlein, 2021). Additionally, conversational AIs, such as ChatGPT, are increasingly embedded in daily life because they can provide fast and personalized responses, thus becoming a key tool for modern communication and productivity (Hancock et al., 2020). As stated in Chapter 1, AI is also becoming extremely important in business environments (Lins et al., 2021). The most important development regarding AI has to do with its ability to take on tasks and roles that were previously performed by humans (Brynjolfsson et al., 2023).

2.2 AI's transformative role in business

There are several reasons why AI is increasingly used in business processes (Scheuer, 2020). AI automates repetitive processes, improves decision quality, and improves entire

workflows (Dubey et al., 2020). The following section focuses first on AI's transformative role in business and will then provide examples of AI taking over tasks and roles usually performed by humans:

1. Evolving job roles:

Baldwin (2024) states that AI has the potential to redefine job roles in the future. For example, much work these days consists of routine tasks, which often distract employees from concentrating on strategic decision-making processes. His research indicates that due to the routine work and lack of involvement in decision-making, these employees usually have less opportunity for professional development and personal growth. According to Baldwin, this often results in less fulfilling job roles (Baldwin, 2024). Bankins and Formosa (2023) state that with the use of AI, such jobs could be redefined to allow workers to deal with more meaningful tasks. A set of new job skills, including strategic thinking and creativity regarding effective coordination among other soft skills, might need to be acquired by the employees to adapt to such new jobs (Bankins & Formosa, 2023).

2. Encouraging continual learning:

Further, Baldwin (2024) explains that, with the steady evolution of AI, employees will have to constantly reskill and upskill their way of working. This is a development challenge that employers may positively influence through training focused on creativity and strategy, not simply repetitive tasks (Morandini et al., 2023). This shift may provide opportunities for employees to engage in continuous learning, while also requiring organizations to create a culture of lifelong learning (Baldwin, 2024).

3. Strengthen employee support:

The workplace can be complex and challenging, and especially in large companies it can be difficult for employees to get the support they need, argue Wijayati et al. (2022). But according to their research, with the help of AI, employers could introduce technologies which would enhance the overall engagement and productivity of employees. For example, including AI chatbots that provide employees with real-time assistance and prediction analytics that allow them to (Wijayati et al., 2022).

This transformative potential is leading to a notable shift in how businesses operate, which makes AI a critical component in maintaining competitiveness across several industries (Brynjolfsson & McAfee, 2017).

For example, Sheng et al. (2020) explain that AI applications are highly common in supply chain management. This includes maintaining the stock of raw materials or inventories at optimal levels and also predicts demand trends (Sheng et al., 2020).

Besides, Bulej et al. (2021) explain that pioneer companies in the automotive industry have integrated robotic systems within their lines of production. Bulej et al.'s research indicates that AI has been applied in the supervision of work processes such as welding and inspection to minimize errors, raise efficiency, and increase consistency. Through machine learning algorithms, the system identifies defects for consistent quality (Bulej et al., 2021).

Moreover, Gandolfi and Kaur (2023) state that AI systems have been introduced in human resources departments, where they carry out functions as resume screening and candidate evaluation. According to their research, AI can be used in recruitment to filter applicants' data and select the most suitable candidates from the prequalified pool according to preset criteria avoiding human prejudice associated with manual screening (Gandolfi & Kaur, 2023). This has made recruitment processes more efficient and scalable, particularly for large organizations that have to deal with numerous applications (Boden, 2018).

According to Ruiz et al. (2021) another significant advancement is the integration of AI technologies into positions of hierarchy. They argue that, today, AI systems have the ability to assist and, in some cases, make complex decisions that have otherwise been the responsibility of human managers. For example, AI is applied in project management systems, like in IBM's Watson, which helps in project organization and resource management, according to the research of Ruiz et al. (2021). Watson undertakes the tasks of analyzing large data volumes, recommending the most effective course of action, and performing the function of resource dispatching, which is usually performed by managers (Ruiz et al. 2021).

In this regard, within the automotive industry, Volkswagen AG (2021) implemented AI through their Industrial Cloud platform, which integrates all production sites in real-time. They argue that within the framework of this platform, decisions concerning production planning and resource allocation are delegated to AI also referred to as virtual supervisor from the human supervisors who had once performed these roles. According to Volkswagen AG (2021), this technology distributes materials more effectively and

structures the pace of production better to avoid bottlenecks. Hence, their research indicates that it optimizes the level of production capacity. This leads to increased efficiency and minimizes the need for human decision-making in these positions (Volkswagen AG, 2021).

2.3 Limitations of AI

Nevertheless, the increasing reliance on AI also brings certain limitations that must be carefully considered (Schmitt, 2022). According to Hoang et al. (2023), AI can influence how employees process information and solve problems. Even though AI technologies are designed to mimic human intelligence, they lack cognitive flexibility, which is a crucial part of human intelligence. Hoang et al. (2023) argue that this limitation could have implications for how tasks are performed when employees rely on AI systems.

Additionally, their research suggests that frequent interaction with AI might impact employees' own cognitive flexibility. For example, strong reliance on AI could make individuals less adaptable to new situations and more resistant to organizational innovations, according to Hoang et al. (2023). This reflects a broader limitation of AI, as its use may hinder employees' ability to engage in creative problem-solving and adjust to change, which are essential for creating a culture of adaptability and innovation in the workplace, as their research indicates. This is a challenge for organizations in which creativity and adaptability are essential in driving business growth (Hoang et al., 2023).

2.4 General reaction to AI

As AI becomes more integrated into everyday life, Kaplan and Haenlein (2021) mention that reactions towards it vary widely. In some cases, it is rather considered as an instrument that improves efficiency and convenience as it performs routine tasks or offers personalized recommendations, according to Kaplan and Haenlein (2021). In these cases, users are more likely to trust and accept AI as they appreciate the role it plays in making complex tasks easier (Kaplan & Haenlein, 2021).

At the same time, reactions in relation to AI are not entirely positive (Schmitt, 2022). Concerns about AI's influence on employment, privacy, and autonomy, has many employees fearing the potential job displacement and dependence on machines for carrying out functions that require human judgments (Presbitero & Teng-Calleja, 2023). One of the key concerns has to do with the change of employment roles as more duties and responsibilities are taken over by machines, which are replacing humans in many

cases (Acemoglu & Restrepo, 2019). While many times the implementation and usage of AI results in job transformation rather than job elimination, the uncertainty of what is to come has continuously driven the public discourse on automation and employment, according to Hancock et al. (2020). Users are also worried about data privacy when AI systems collect personal data (Hancock et al., 2020). Moreover, the trust into AI is closely related to perceived transparency and reliability: despite the fact that AI is often put in the spotlight for efficiency, users are suspicious of it when its decision-making mechanisms are unclear or appear biased (Gerlich, 2023).

2.5 Emotional reactions

According to Glikson and Woolley (2020), emotional reactions are an elementary part of human experiences and decision-making processes. Glikson and Woolley (2020) argue that in personal or professional contexts, emotions shape perceptions and interactions. Emotions can vary in intensity from feelings of joy, satisfaction, anxiety, and fear, depending on the situation, and affect cognitive and behavioral responses, according to their research. When individuals face new technologies, such as AI, emotional reactions like the ones described above are central in engaging with or resisting a technology (Glikson and Woolley, 2020).

2.5.1 Emotional reactions to AI

The emotional reactions evoked by AI differ and often depend on the particular context of the interaction (Vicci, 2024).

A study, explained by Shank et al. (2019) explores human emotional responses when interacting with AI, especially in situations where AI showed human-like qualities such as decision-making and communication skills. Their research explains that the respondents had the task to describe a personal encounter with AI, including chatbots, robots, and smart assistants. There were no direct questions about emotions, and yet the majority of participants (54.9%/146 out of 266) mentioned emotional reactions in the course of their descriptions (Shank et al., 2019).

This aligns with findings by Lin et al. (2022), who suggest that emotional responses are closely tied to the attribution of human-like qualities to AI and are a critical part of how people perceive and interact with such systems. However, the study mentions that there is no further research on this topic (Shank et al., 2019).

2.5.2 Emotional reactions to AI in different roles

The following section analyzes how emotional reactions differ depending on the roles AI takes on, as Huang and Rust (2021) explain. AI takes over roles that reach from routine tasks to complex decision-making and leadership roles (Jordan & Mitchell, 2023).

Understanding emotional reactions is important to predict how the AI integration will be accepted and how negative emotional responses can be minimized (Huang & Rust, 2021).

1. AI in routine and supportive roles

In situations where AI is used to automate tasks that are either routine or repetitive, Jarrahi and Wolf (2022) report emotional responses to be positive or neutral. Applications of AI, such as data entry, scheduling, and customer service (e.g., chatbots) are perceived mainly as boosting productivity without taking away human jobs (Kaplan & Haenlein, 2021).

Satisfaction or relief are common feelings in such situations, wherein employees appreciate AI's ability to perform routine tasks as that enables employees to concentrate on more value-based work (Vicci, 2024). In these positions, AI is viewed as an assistant rather than a replacement, with most emotional reactions being positive and normally without any fear of job displacement (Shank et al., 2019).

However, Glikson and Woolley (2020) indicate that complete integration of AI systems into routine tasks might also lead to emotional detachment. Their research indicates that employees may feel more distant from their work as a result of overreliance on AI in such tasks since they might perceive loss of agency or control over their own tasks. This calls for the management of long-term emotional consequences of supportive roles in AI to prevent detachment and disengagement from work, as suggested by Glikson & Woolley (2020).

2. AI in decision-making roles

When AI systems take on more complex roles that require decision-making or expert judgment, emotional reactions become more varied and can be stronger, following Binn's et al. (2018).

Individuals are more likely to react with negative emotions, such as frustration, distrust, and resistance, when AI involvement in decision-making requires more human qualities, like empathy or moral judgment (Binn et al., 2018). For example, AI systems involved in healthcare decisions may make doctors and patients anxious because these professions are

known for a high degree of human expertise, according to Glikson and Woolley (2020). One main concern is that AI might struggle with morally complex situations. This could lead to decisions that people don't trust, even if the AI is usually accurate (Glikson & Woolley, 2020).

On the other hand, Shang et al. (2024) state that emotional responses can be positive in cases where AI systems are highly accurate and transparent about their decision-making processes. Shang et al. (2024) argue that people are more likely to build trust and confidence when the AI is transparent of how it makes conclusions. Transparency and the possibility of influencing the AI's decision are very important for building positive emotional responses (Shang et al., 2024).

3. AI in leadership roles

According to Claus and Szupories (2023), one of the most complex applications of AI can be found in leadership and managerial functions, where AI systems make high-level decisions or even lead teams. Indeed, emotional responses are stronger in these scenarios because leading has been tied to human attributes like intuition, creativity or emotional intelligence (Claus & Szupories, 2023).

According to Glikson and Woolley (2020), the introduction of AI into leadership roles can provoke negative emotional responses, particularly among managers who feel that their authority and expertise are being undermined. Consequently, Glikson and Woolley (2020) explain that the most significant reactions may be related to fear and anxiety because managers believe AI threatens their job security and professional identities. It is specifically applicable when decisions are strategic in nature, such as resource allocation, hiring and recruiting employees, among others (Glikson & Woolley, 2020). Positive emotional responses arise when AI is applied as a means of improving leadership, rather than replacing it (Shang et al., 2024). Thus, AI is going to be more accepted as part of the leadership when it is presented as an objective adviser which enables the manager to make better decisions based on data, according to Castelo et al. (2019). In removing emotional judgment that may cloud human judgment, AI can be seen as one that improves the effectiveness of leadership (Castelo et al., 2019).

2.6 The role of algorithm aversion

Trunk et al. (2020) explain that with the integration of AI systems into work processes in different sectors, the relationship between humans and AI has grown to become very

complex. The following sections try to explain how behavioral reactions against AI are central in understanding the emotional responses to AI and why those emotions are important when it comes to predicting future human behaviors (Trunk et al., 2020).

Jussupow et al. (2020) argue that one of the most discussed topics in the relationship between humans and AI is algorithm aversion. Algorithm aversion is the term used for describing the phenomenon where people prefer human decision-makers over algorithms, despite their capability to outperform human abilities in specific tasks (Jussupow et al., 2020). This aversion might lead to suboptimal outcomes, especially in contexts where incorrect decisions may have serious consequences (e.g., healthcare or legal settings) (Mahmud et al., 2021).

Algorithm aversion can be caused by several factors, and the degree to which a person experiences such feelings of aversion depends on different algorithm and human characteristics (Jussupow et al., 2020). Some of the key factors were identified through a systematic literature review conducted by Mahmud et al. (2021), which drew from 80 empirical studies which underscores the reliability of the findings (Mahmud et al., 2021). The following section presents those key factors in detail:

1. Algorithm performance and failure

One aspect involves the Expectation-Disconfirmation Theory: Dietvorst et al. (2018) explain that many individuals have high expectations of algorithms and consider them to be perfect. Once these expectations cannot be reached, for example, when algorithms make errors, people tend to blame the algorithms more compared to when humans make the same error (Dietvorst et al., 2018). Algorithms are viewed as less capable of learning and adapting to complex, qualitative tasks compared to humans (Morewedge, 2022). This suggests that when algorithms fail, negative emotional responses such as frustration and disappointment occur, along with a severe drop in trust because expectations have not been met; hence, this plays a major role in increasing aversion according to Prahla and Van Swol (2017). Users are more willing to accept algorithmic support when the algorithm consistently performs well (Prahla & Van Swol, 2017).

2. Perceived capabilities of the algorithm

However, Morewedge (2022) suggests that the emotional reactions depend not only on actual performance but also on perceived capabilities of AI. In fact, Morewedge (2022)

states that the perceived ability of an algorithm drives the willingness to use it. People prefer human decision-makers over AI because they perceive a lack in the emotional intelligence of AI when it comes to performing moral and complex tasks (Morewedge, 2022).

3. Task-dependent nature

According to Castelo et al. (2019), preferences for humans over AI is stronger for activities that require more subjective decisions that involve emotional intelligence or human judgment, such as recruitment decisions. Humans are more likely to reject AI in such situations because they fear it undermines their expertise or skill and believe that AI does not consider human emotions (Castelo et al., 2019). Besides, Morewedge (2022) highlights that algorithm aversion is more likely to occur in identity-related tasks, in contexts where people's identities are threatened. Morewedge (2022) explains that if the task in question is central to a person's identity, that is, viewed as a core skill or unique ability, they will be much more likely to reject algorithmic input. For example, Morewedge's (2022) study indicates that people who consider themselves as good drivers tend to trust autonomous vehicles less. In these cases, emotions like pride and attachment to one's skill drive behavioral decisions (Morewedge, 2022). With AI seen as an identity threat, the consequence is resistance to the adoption of AI, even when it outperforms humans on the task (Morewedge, 2022). Whereas, in objective tasks, which rely on facts and measurable data, such as financial calculations, people are more likely to accept AI (Castelo et al., 2019).

4. Algorithm agency

According to Burton et al. (2019), algorithms can either be performative, which means that they act independently, or advisory, implying that they only suggest recommendations while the final decision remains with the user. In general, Burton et al. (2019) suggest that people view advisory algorithms as less threatening because users retain control. Burton et al.'s (2019) research indicates that when the recommendations of an algorithm can be adjusted by humans, they feel involved in the decision rather than simply following the algorithm's suggestions. The involvement makes them more confident in the AI system (Burton et al., 2019). In turn, Mahmud et al. (2021) argue that the greater an algorithm's independence is and the more independent choices it makes, the less capable people feel about controlling such decisions. Hence, they tend to show

stronger behavioral aversion towards AI systems and this reaction links back to emotional responses, according to Mahmud et al. (2021). Whenever individuals feel powerless or where they have a perception that AI is trying to take over their responsibilities, negative emotions like fear, anxiety and distrust arise (Mahmud et al., 2021). In addition to the feeling of losing control, which is the primary reason for algorithm aversion, the lack of transparency is also one factor for people to develop negative attitudes toward algorithms (Burton et al., 2019). It is important to state that people trust algorithms more when they know how certain decisions are made and when explanations are clear and easy to understand (Mahmud et al., 2021).

5. Human Comparison Agent

Additionally, Prah and Van Swol (2017) explain that people are more averse when the algorithm is compared with a human agent that is framed as an expert. Furthermore, individuals are more likely to prefer human decisions if the human agent is socially close to them (e.g., oneself or a similar peer) because perceived similarity likely influences people's willingness to trust and follow human advice (Prah & Van Swol, 2017). Besides that, Morewedge (2022) highlights that algorithmic aversion is given when humans believe they could personally perform the task just as well as the algorithm. People compare algorithms to themselves or other humans with whom they identify and are more likely to emphasize qualities favoring human agents over algorithms (Morewedge, 2022).

6. Implications for future research

The above-mentioned research highlights the need for further research on emotional factors that influence users' interactions with algorithms. Even though prior research has explored emotional responses to AI in different roles, a comparison of these roles - routine, decision-making, and leadership - is underexplored (Dietvorst et al., 2022).

Existing studies often focus on one role in isolation or on general reactions to AI (Mahmud et al., 2021). This study fills that gap by directly comparing emotional responses to AI in these three roles. Understanding these differences is necessary so that organizations can tailor AI implementation strategies effectively.

Besides, most existing research focuses mainly on the types of emotions experienced, but does not sufficiently address the reasons for those emotional reactions (Dietvorst et al., 2022). Understanding the reasons behind emotional reactions is essential because these emotions directly influence behavior (Burton et al., 2019). Identifying these underlying

factors adds to existing literature and helps organizations to steer behaviors in directions that create AI acceptance and effective use and reduce algorithm aversion (Jussupow et al., 2020).

3 Methodology

3.1 Research design

Creswell (2014) emphasizes that empirical research involves collecting and analyzing primary data to obtain insights and form conclusions based on real-world evidence.

According to Creswell (2014), the main objective of empirical research is to gain knowledge and base findings on observable phenomena. In this study, empirical research is used to identify and investigate emotional reactions among managers when AI takes on tasks and roles that were traditionally performed by humans. Through the use of interviews, the aim is to address and explore the research questions (Creswell, 2014).

Saunders and Thornhill (2019) explain that there are two primary types of empirical research which are differentiated in quantitative and qualitative research. Quantitative data deals with numerical data and applies statistical methods to measure variables and test hypotheses, according to Saunders and Thornhill (2019). This is most suitable for studies that involve a large sample size and that require clearly defined and measured results (Saunders & Thornhill, 2019). On the other hand, Denzin and Lincoln (2017) argue that qualitative research explores subjective opinions and experiences and tries to understand the why behind certain behaviors and phenomena. Denzin and Lincoln's (2017) research indicate that it focuses on underlying motives, rather than on statistical significance. Thus, qualitative methods are appropriate to uncover research fields that are not yet explored (Denzin & Lincoln, 2017). Given the nature of this study, a qualitative approach is the most suitable according to Silverman (2016), because the research focuses on emotional and subjective experiences regarding AI in organizations. Given that emotions are complex, the approach requires a method that captures personal experiences, something that quantitative methods might easily miss, argues Silverman (2016). A qualitative approach thus offers depth to examine in detail participants' feelings, thoughts, and reactions (Silverman, 2016).

3.2 Data collection

Qualitative data for this research was primarily collected through interviews with managers who work in the global automotive industry. Taherdoost (2021) explains that interviews are the most widely used methods of primary qualitative data collection, as participants can present their opinions freely. Interviews usually provide a comfortable environment for respondents (Taherdoost, 2021). Bolderston (2023) states that it is important that a suitable flow of questions is maintained to obtain the core object of the research study. Therefore, it is important that the interviewer uses interpersonal techniques to motivate respondents to participate effectively during the interview (Bolderston, 2012).

In general, there are three primary types of interviews: unstructured, semi-structured, and fully structured (Bryman, 2016).

Unstructured interviews provide minimal guidance and therefore allow participants to talk freely. While they are useful in exploration, they generally lack focus, and irrelevant data may result (Corbin & Strauss, 2014). On the contrary, Bryman (2016) points out that fully structured interviews are based on a pre-specified set of questions that do not allow much flexibility in the responses. Semi-structured interviews, which were used in this study, strike a balance, according to Bryman (2016). He explains that a core set of questions is defined in advance, but follow-up questions can also be made based on what the participants answer. Bryman (2016) argues that this makes it possible to react spontaneously to unexpected insights. Those characteristics make the semi-structured interview format most suitable for the study as it provides flexibility and allows to discover unexpected themes and yet maintains consistency across interviews (Bryman, 2016).

Additionally, Taherdoost (2021) points out that interviews can either be conducted face-to-face or remotely. Even though, Taherdoost's research indicates that remote interviews are characterized by flexibility as the participants can join from anywhere, face-to-face interviews offer important advantages that benefit this study. Taherdoost explains that they are more likely to create interpersonal connections between the interviewer and the respondents. This helps to build trust and encourages the participants to open up and stay engaged during the interview (Taherdoost, 2021). Therefore, the interviews for this study were conducted in-person.

In total, 20 interviews were carried out over almost three weeks, from October 28 to

November 15, 2024. Qualitative research does not require samples as large as in quantitative studies, thus Saunders et al. (2018) argue that the amount of twenty interviews is considered as an adequate sample size. It allows the exploration of patterns across a diverse set of experiences, but also ensures that the data remains manageable and analyzable (Guest et al., 2006). In qualitative studies, saturation, where no new knowledge arises from additional interviews, usually occurs within that range (Saunders et al., 2018). Additionally, Taherdoost (2021) recommends to pre-test the interview guide in order to improve its quality. According to Taherdoost (2021), the main purpose is to make sure that the questions are understandable and that they will provide the necessary data to answer the research questions. The obtained feedback from this process should be considered and necessary adjustments made to the interview questions (Taherdoost, H., 2021).

For this study, the pre-test was conducted on October 21. The participant suggested two minor adjustments on how to improve the interview guide, which were implemented by adding question 9.1 and the concluding question. Adding question 9.1 provides more depth and a better understanding of why participants believe AI acceptance is high, moderate, or low. Further, the participant highlighted that the concluding question is important to include an open-ended opportunity for additional insights at the end of the interview. The results of the pre-test were not included in the data analysis as it was only used to adjust the interview guide.

3.3 Participants

The participants were chosen based on their experience with AI in their work roles. To make sure that the sample is suitable to uncover the research questions, only managers with exposure to AI were chosen. Besides, all participants work in the global automotive industry. To gain a deep understanding of the topic, it seemed important to cover a broader view of different positions within the industry. Hence, participants were selected that hold positions in marketing and sales, finance, human resources, and logistics. The composition is based on seven interviews with managers from the marketing and sales department, five from human resources, five from logistics, and four from finance. This approach allows to capture different perspectives based on their specific responsibilities and experiences

Before the interviews were conducted, the participants received an invitation via email. Upon agreeing to participate, they received an informed consent form, which they filled out and signed. These documents are attached in Appendix B and C.

To guarantee a certain degree of anonymity for the participants, only their work area, age and assigned codes are mentioned and can be found in Appendix D. This protects their identity while the context of analysis is still maintained (Ritchie et al., 2013).

3.4 Interview structure

The following section explains the structure of the interviews and which aspects need to be considered. Taherdoost (2021) emphasizes that the aim is to create an interview that provides unbiased and accurate data. Taherdoost explains that the use of language that is easy to understand avoids raising questions and biases. Thus, questions should be formulated simple and short, and the use of technical languages is not recommended (Taherdoost, 2021). Besides, it is important to avoid double-barreled questions, which ask two questions in one and can lead to incomplete answers and confusion among participants (Bradburn et al., 2004). Moreover, Kuckartz (2019) suggests that the respondents' answers should not be influenced by the way the questions are framed. Thus, the interview questions were formulated in a neutral tone to avoid the risk of bias and misinterpretation, as Kuckartz (2019) explained. Further, open-ended questions were used to receive honest and detailed answers, which reflect real impressions of the respondents and not the interviewers expected outcomes (Kuckartz, 2019).

The interview guide, which was developed to provide structure, is attached in Appendix A. The guide consists of ten core questions divided into three parts: an introduction, a main section, and a conclusion. First, the interviewer welcomes the participants to the interview and highlights its confidentiality which is also guaranteed through the informed consent statement. This assures that the participants feel comfortable with sharing their thoughts (Kuckartz, 2019).

The first question of the main section, which asks for touchpoints with AI, provides a foundation for the interview. It helps to understand the participants overall familiarity with AI and reflects on their personal experiences with it.

The second and third questions are necessary to understand the participants understanding of AI's role in the corporate world and provides first impressions of the perceived relevance of AI in work environments. The following three sub-questions are designed to uncover positive and negative attitudes towards AI and are connected to RQ2 as they

might explore why the interviewee's feel certain emotions, whether due to perceived opportunities, challenges, or risks. The fourth question is crucial to understand the participant's professional background as it provides context to their experiences with AI. The role itself influences how closely participants interact with AI and the extent to which AI influences their everyday tasks and their corresponding emotional responses. The initial questions are more general, focusing broadly on AI. From question four onward, the focus becomes more specific, following a question about the interviewee's particular job position. This question was intentionally not placed at the beginning to avoid prompting the interviewee to frame all responses strictly within the context of their role. Question five and its probe questions addresses the core of RQ1 and RQ2. First, it identifies the areas where AI is already being used and it helps to categorize whether AI takes on routine, decision-making or leadership roles. By asking how the participants feel and why they feel this way, direct insights into the emotional reactions can be gained. Thus, emotional responses and the reasons behind them are both addressed. Adding probe questions, also known as follow-up-questions, encourage participants to explain certain topics (Taherdoost, 2021). For example, through effective probes such as "Why do you feel this way?" (Questions 5.4, 6.3, 7.3) more details can be obtained. The following questions (six and seven) dive deeper into the specific roles AI may take within organizations and explores how different types of roles (routine, decision-making, leadership) lead to different emotional reactions. Question eight refers to RQ2 by asking participants to reflect on the underlying factors driving their emotional reactions. Understanding these factors is crucial for developing a broader perspective of why emotional reactions occur. Question nine helps assess the overall level of AI acceptance in the workplace and provides a benchmark for comparing individual responses against general attitudes. Question 10 is designed to receive information on how companies can manage the emotional responses of employees towards AI. It reveals practices that might induce positive emotional responses like trust and excitement towards AI adoption. The concluding question "Do you have any other insights that you would like to share?" (Appendix A) may add last details or forgotten points to the answers. These answers can be revealing, and adding this type of question is critical (Taherdoost, 2021).

3.5 Method of analysis

After all interviews were conducted, they were transcribed with the transcription tool TurboScribe. Grammatical errors and filler words were corrected to improve readability

and analysis (Bailey, 2022). Further, the results were analyzed with Kuckartz's qualitative content analysis, which is a systematic technique for analyzing qualitative data, according to Kuckartz (2019). Kuckartz states that it is especially useful for the analysis of large volumes of data, such as interviews. His technique follows a category system, which has the goal to structure the analysis in a way that the research questions can be answered seamlessly. Kuckartz points out that the technique is divided into five steps and it is common that the different phases of analysis will be conducted on a circular basis (Kuckartz, 2019). The steps will be explained in the following:

1. According to Kuckartz (2019), the first step is the data preparation. He explains that this involves transcribing interviews into written text, reading the transcripts and ensuring that all data is available in a consistent format. This forms the foundation for the following systematic analysis and is necessary before the categorization begins (Kuckartz, 2019).
2. Next, Kuckartz (2019) explains that an initial category system is developed based on the existing literature and interview guide. This is also referred to as a concept-driven or deductive development of categories as Kuckartz states. This developed system is the coding framework with main categories and is refined in the following steps (Kuckartz, 2019).
3. The third step deals with data coding, as Kuckartz mentions (2019): This includes reading the data, marking relevant sections and assigning codes that correspond to categories from the initial coding system. For this step, the software MAXQDA is used which makes the coding process easier and assigns frequencies to the categories to get insights into the quantitative distribution of opinions (Kuckartz, 2019).
4. After that, Kuckartz (2019) highlights that the initial coding framework is developed further. His research indicates that all text sections coded with one of the main categories are first grouped and then subcategories are developed directly in relation to the obtained interview data. This leads to a dynamic adjustment of the initial category system and is referred to as a data-driven or inductive development of categories (Kuckartz, 2019). The relevant categories that emerged from the analysis are presented in Appendix E.
5. The last step includes the category-based analysis and the presentation of the results, which should provide answers to the research questions (Kuckartz, 2019).

4. Results

This chapter presents the results after processing the interview data by Kuckartz's qualitative content analysis. The citations from the participants will be mentioned as P1 through P20. The detailed references can be found in Appendix E within the interview summary.

4.1 AI usage

All 20 interview participants reported using AI daily. Many participants use AI regularly in their professional lives for a variety of tasks and reasons, but most of all for the automation of workflows: The most frequent applications include data analysis for large datasets, summarizing, formulating, and structuring documents (P8, P12, P14, P15, P16, P19). ChatGPT, Google Gemini and Meta AI were listed as AI tools for regular usage. Some participants also mentioned translation apps like Google Translate and DeepL to simplify communication (P1, P3, P4, P5, P15).

In their personal lives, participants reported using AI for a variety of convenience and productivity-enhancing applications. AI helps to quickly find information online, while smart assistants, like Alexa and AI-powered apps help manage schedules, set reminders, and organize daily routines (P1, P2, P3, P4, P5, P9, P15, P16, P19, P20).

4.2 Perception of AI's role

Although the perceptions on AI's role in today's business environment differ, most respondents, believe that AI plays an essential role in professional environments. They highlight its transformative impact and important contribution in reaching competitive advantages (P1, P4). In this context, P17 also underlined that digitalization and technology are core aspects which gain importance in work environments and allow employees to "work smarter, not harder" (P16).

However, some participants had a different point of view. Even though they recognized AI's potential, they stated that a careful adoption of AI is necessary. The participants explained their concerns and mentioned potential risks which are associated with the implementation of AI. Especially situations where human interaction and decision-making activities are involved (P9). Further, P19 explained that an important factor that determines which role AI plays within the business world is its adoption level among

people. The participant stated that even the most innovative AI will have little importance if it is not accepted among its users (P19).

4.3 Opportunities

When asked about the potential opportunities of AI in the workplace most of the respondents mentioned efficiency at work (P1, P3, P4, P5, P7, P12, P13, P14, P16, P17, P20). For example, P1 noted that "workflows can be designed more efficiently" (P1) and mentioned that AI has the ability to take over repetitive tasks (P1).

P17 took a broader strategic view and described opportunities of AI as part of a chain reaction starting with the automation of routine tasks, which leads to enhanced decision-making processes. This leads to companies operating more effectively and in the end to competitive advantages (P17).

Another recognized opportunity is that AI has a superior ability compared to humans when it comes to data processing. It was stated that AI can review data faster and more efficiently than a human and thus can be considered as an "enrichment in work environments" (P5).

Additionally, the support of employees was mentioned as a significant opportunity. AI allows employees to spend more time with meaningful and challenging work by taking over repetitive or time-consuming tasks. As P19 expressed, this provides more time "to focus on more rewarding and complex work" (P19). This shift in responsibilities can lead to improvements in job quality and higher employee satisfaction (P1, P4). Participants also emphasized that AI should be seen as a creator of new job opportunities rather than a threat to existing roles (P4, P9).

4.4 Challenges

Besides opportunities, also several challenges were identified in the context of AI in the workplace. These challenges include implementation issues, the need for employee reskilling, employee resistance, overreliance, bias and data privacy.

Implementation issues and frequent adoptions occur because of quick AI developments (P5, P7, P17, P20). P20 sees the challenge of "integrating AI seamlessly into existing systems and workflows" (P20). The respondent said that it leads to "frustration and inefficiencies" (P20) when AI tools are not aligned with the way teams work (P20).

Another challenge is the need for employee reskilling. P13 expressed the challenge of getting "everyone trained and comfortable with AI systems" (P13). Many employees are

not used to working with AI tools and thus need time to learn how to use them (P5, P13). P7 mentioned that this training takes up time outside of the employees' regular workload. According to P19, it depends on the generation if AI is a challenge or not. The participant explained that younger generations are more tech-savvy, while the older generation needs more time to understand and integrate AI systems into their work processes (P19). Despite this concern, P19 believes that this challenge is "manageable and worth addressing" (P19). Another mentioned challenge is employee resistance. Some employees do not want to use new AI tools because they believe that working with existing processes is enough. P13 highlighted that some employees believe "that if it has worked for 100 years without AI, why do we have to introduce it now?" (P13). Therefore, P13 highlights the challenge of explaining to those people how much companies can benefit from AI (P13). Besides, P16 identified another source of resistance: the lack of transparency when AI makes decisions. This makes it difficult for employees to trust AI systems since they do not understand how AI reaches certain conclusions (P16).

Another discussed challenge is overreliance on AI. P14 expressed that AI does not understand context or human relationships and P11 shared this opinion and sees that AI might consider quantifiable outcomes, "like course completion rates or test scores, but it doesn't necessarily understand qualitative factors" (P11).

Some participants also shared concerns about data privacy and ethical considerations (P9, P12, P17). P12 noted that AI tools use sensitive data to work effectively and questions how such data is stored and kept confidential.

4.5 Risks

Besides opportunities and challenges, the participants also mentioned risks in the context of AI in the workplace. One frequently mentioned risk was over-reliance on AI, which participants viewed from two different perspectives. Some highlighted the risk of errors caused by AI mistakes (P1, P5, P14, P19). P5 stated that "AI can be accurate, but it's not foolproof" (P5). The other risk related to overreliance is missing human expertise. P4 expressed that AI has not the ability to see "the bigger picture," which could lead to financial losses or damage the brand's reputation (P4). Further, P16 stated that AI might miss factors in business decisions that a human employee would consider. For example, the AI may reject a supplier because of past problems with reliability, but a human decision-maker might still consider recent improvements or new certifications, which shows how important human judgment is in certain situations (P16). P9 shared a case that

highlights the limitations of AI in recognizing suitable candidates in recruitment processes. In this case, a company implemented AI to filter resumes. As the CEO was skeptical about this AI tool, he submitted his own resume to test the reliability of it. The AI rejected the application, even though the CEO should be highly qualified. As a consequence, the company stopped using AI in recruitment. P9 emphasized with this case that AI is not able to completely understand individual employee qualifications (P9). An additional risk is the potential for employee demotivation. Some participants mentioned that employees are scared of losing their jobs to AI tools (P2, P6, P11). P2 emphasized that this could negatively impact the company culture if employees feel threatened by AI's presence. P11 added that this risk is most relevant in the context of routine work roles (P11).

4.6 AI in routine roles

All 20 participants reported that AI takes over routine tasks at their work. The participants shared different examples of tasks performed by AI. Those tasks include analyzing customer data (P5), scanning resumes for specific keywords (P9), sending email reminders (P11), creating weekly reports (P1), monitoring stock levels (P14), and many more (Appendix E).

The participants expressed feelings of relief, appreciation, gratitude and excitement with AI in routine roles. P7 shared to feel relieved and mentioned: "it makes our work easier" (P7). P2 stated to enjoy their "job more than before" (P2).

However, some participants shared ambivalent opinions. P9 admitted to have a generally good feeling about AI in routine roles, but only as long as it stays reliable and does not make mistakes (P9). P12 appreciated AI's capabilities but also spoke about feeling nervous, while remaining curious about how the technology might evolve in the future (P12). Many participants explained their positive emotional reactions with the reason AI takes over time-consuming tasks, which allows them to focus on more meaningful, strategic responsibilities, which create more value (P4, P5, P6, P7, P8, P16, P17). P2 shared to have "more time to focus on aspects of my work that inspire me and make a difference" (P2). Additionally, it was mentioned that AI reduces human errors, which improves reliability and efficiency (P16). P14 supported this view and stated that routine tasks usually don't require in-depth analysis which could only be done by humans (P14).

A few participants related their positive emotions to better decision-making and optimization of resources. One participant mentioned that AI in routine tasks supports them to focus their energy on strategic responsibilities (P13).

4.7 AI in decision-making roles

The participants noted that AI is used less in decision-making roles than in routine roles within their workplaces. They mentioned the following examples where AI takes over decision-making roles: Making critical decisions about stock levels and delivery routes (P13), prioritizing suppliers based on specific data (P15), pre-selecting candidates using a fit score (P8), and adjusting prices (P4).

Participants expressed mixed emotions regarding AI in decision-making roles. While some felt confident and optimistic (P12, P13, P17), others were cautious or hesitant, with different degrees of acceptance towards AI in such roles depending on the context (P1, P2, P9, P16, P18).

Some participants were comfortable with AI making decisions, particularly when the decisions were data-driven and operational. P13 shared being comfortable with AI making decisions because they are based on data. The participant sees AI as “more accurate than human predictions for demand forecasting” (P13).

Other participants appreciated AI’s role in assisting decision-making rather than taking full control of decisions. For example, P8 mentioned that AI makes decision-making in recruitment easier. The participant explained that AI does not take complete control but helps in choosing the most suitable candidates based on a fitness score. This approach was viewed positively, as P8 highlighted the balance between automation and human control (P8). P14 shared that his trust in AI depends on the type of decision being made. The respondent is comfortable with AI making operational decisions, where the criteria are clearly defined. For example, selecting cost-effective suppliers or optimizing delivery routes. However, P14 wants to stay involved in strategic decisions that require deeper insights and human judgment.

P1 described feeling nervous and mentioned that AI performs such critical tasks within their department that “any miscalculation would have serious consequences” (P1).

Participants who felt comfortable with AI highlighted their familiarity with its abilities and the reliability of its outputs. P3 explained that their department has been using AI for a while, and that it has consistently met their expectations. This leads to a sense of trust and reliability in its performance (P3). Additionally, some participants appreciated the

objectivity and efficiency that AI brings to decision-making. For example, P8 highlighted how the automatically calculated fitness score provides an unbiased and reliable basis for decisions (P8). Besides that, most participants felt that human judgment is superior to AI for decisions involving larger risks or long-term strategic planning (P1, P5, P14). P9 compared their own expertise to AI and expressed skepticism about its abilities. They noted that years of experience and know-how, which they and their colleagues have gained, cannot be easily acquired by a technology. This made the participant doubt whether AI could match their expertise level (P9). Moreover, P18 pointed out that decisions are often influenced by individual situations and other factors that AI might not consider. They felt that human judgment and experience are usually more reliable in these cases because AI can't fully understand or consider all the specific details involved (P18). Furthermore, P19 mentioned that it only makes sense to use AI in decision-making roles if it simplifies work. The participant stated that if the AI creates additional work, "by requiring us to review every decision, then it's not worth it" (P19).

4.8 AI in leadership roles

None of the 20 participants had direct experience with AI in leadership roles. However, some participants were able to describe how AI influences leadership and shared ideas about how it could potentially be used in such roles. P12 mentioned that AI influences leadership by providing data insights which help define their strategy (P12). P2 struggled to imagine AI in leadership roles and emphasized that certain key aspects, such as inspiring and motivating employees, would be difficult for AI to take over. Instead, P2 suggested that AI might be better suited for tasks like rational problem-solving, setting goals, and planning strategic steps to achieve the goals (P2). P1 also suggested that AI "could suggest strategic improvements" (P1). Nevertheless, most participants expressed discomfort with the idea of AI in leadership roles and mentioned that AI misses human qualities, which are required for effective leadership. P2 expressed concerns about the idea of AI taking on leadership roles, describing it as feeling "unnatural" (P2). P17 summarized that traits like "charisma, competence, team support, decisiveness, and integrity" (P17) are necessary for leading a team. The participant described that such qualities and characteristics are unique to humans and can't be replaced by AI. Because of this, the participant expressed discomfort with the idea of AI taking on leadership roles (P17). P9 associated AI leadership with a form of

dehumanization and stated that it feels “like another way for companies to cut costs and dehumanize the workplace” (P9).

P14 was generally open to the idea of AI taking on leadership roles but highlighted the importance of seeing evidence of its effectiveness. The participant mentioned the need to observe AI's performance in action in order to have confidence in its abilities (P14).

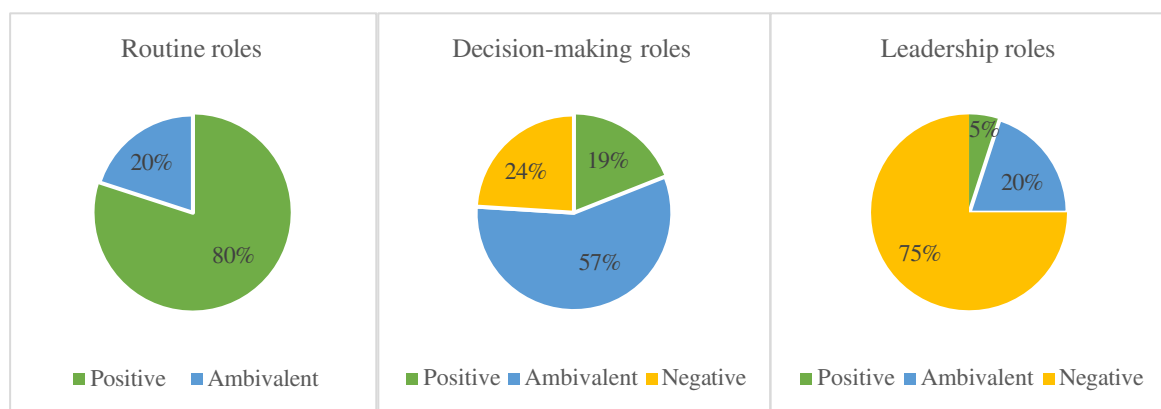
P9 supported this point and stated that it is “called Human Resources for a reason, not technology resources” (P9).

As with the decision-making roles, some participants were skeptical about AI's ability to match their expertise gained through years of experience. P14 pointed out that leadership roles require a deep understanding of the business, something they believed only comes with time and experience, making it difficult for AI to take over (P14).

Despite these concerns, P20 shared a more optimistic view. The participant stated that AI in leadership roles could be an exciting and positive step for the future as long as it will be carefully planned and employees feel comfortable with it (P20).

Figure 1 shows the distribution of emotional reactions to AI in the three different roles in direct comparison. It is clear that AI in routine roles mostly evoked positive emotions from the participants. In decision-making roles, mixed reactions were the most common, with slightly more negative than positive responses. In contrast, AI in leadership roles caused mostly negative emotions.

Figure 1: Emotional reactions to AI in different roles



4.9 Recommendations

The participants shared recommendations for a successful AI integration into the workplace. These suggestions reflect the participants' idea that creating trust and understanding is crucial for creating a positive attitude towards AI among employees. One mentioned recommendation was to implement clear and transparent communication about AI's role and abilities. According to P14, this approach would help employees feel more comfortable and confident with using AI tools (P14). Another frequently mentioned recommendation was the importance of education and training. Participants highlighted that it is important to provide employees with the knowledge to understand AI systems and its potential benefits (P3, P11).

Besides, the participant stated to know another company that implemented workshops with introductions and explanations to AI systems and described this as a useful recommendation, which could also work well for their organization (P5).

Additionally, several participants encouraged interactive workshops and hands-on training sessions. For example, P15 shared that such workshops might be a safe space for employees to bring up their fears and other questions about AI (P15). Additionally, P2 suggested to introduce AI representatives in each department. This involves selecting one employee from each team and train them in the latest AI tools and updates. Their job would be to share their knowledge with their colleagues to keep everyone informed and learn how to use AI in their daily work. This way, each department would have a contact person for AI-related questions and support (P2). Further, another mentioned point was to involve employees in the AI integration process. P11 emphasized that employees are more likely to accept AI at work if they feel included in decisions about its implementation (P11). Moreover, ease of use was another mentioned factor regarding AI acceptance. P12 emphasized that most employees value convenience and simplicity, which highlights the importance of designing user-friendly systems with clear instructions. The participant pointed out that poorly designed interfaces or complex mechanisms could lead to frustration and negative emotions, which might hinder AI acceptance (P12).

Besides, P13 highlighted that to create a positive view of AI, it is important to clearly explain how the data is collected, used, and kept safe. They believed this would help build trust and make sure everyone feels confident that the AI systems follow data privacy regulations (P13).

5. Discussion

The next section reflects critically on the interview results by analyzing their relevance and addressing the two research questions. It compares the findings with the literature review to study how they support, contradict, or build on existing theory. Further, the academic and managerial implications are presented. Finally, the limitations of the study and topics that need further research are also pointed out (Graebner, 2021).

5.1 Interpretation of results

In general, the majority of participants recognized AI's potential in daily life and its significance in today's business environment. They also aligned with Brynjolfsson and McAfee's (2017) theory that AI contributes to competitiveness in business industries. This underscores AI's growing importance (Brynjolfsson & McAfee, 2017). However, when examining AI's application in specific areas and contexts within professional settings, individual experiences and reactions to AI vary significantly. The interview results revealed that the emotional reactions evoked by AI can be neutral, positive, or negative, which confirms the findings of Shank et al. (2019). The study also highlighted that emotional reactions differ depending on the role AI performs, either routine, decision-making, or leadership, which aligns with the theory of Huang and Rust (2021). Whether AI was resisted or accepted in the workplace depended on these emotional responses (Huang & Rust, 2021).

In the following, the two research questions are addressed. They are answered in a combined manner as they build upon each other. The individual roles - routine, decision-making, and leadership - are directly compared to provide a clearer understanding.

RQ1: What is the emotional reaction of managers to AI performing tasks and roles typically performed by humans?

RQ2: Why do humans have these emotional reactions when AI performs tasks and roles typically performed by humans?

Routine roles vs. Decision-making roles

The managers' emotional responses to AI in routine roles were primarily positive, including enthusiasm, gratitude, relief, excitement and satisfaction. These reactions are explainable due to the non-risky nature of routine tasks, which are repetitive, time-

consuming, and do not require critical thinking. AI's ability to handle such tasks efficiently reduced workload, increased operational accuracy, and allowed managers to focus on strategic and creative responsibilities. This is consistent with Jarrahi (2021), who discussed how AI presents an opportunity in augmenting human capabilities.

The results also support Boden's (2018) argument that AI can improve job satisfaction by eliminating repetitive tasks. Moreover, managers valued the performance consistency and speed of AI in these roles and noticed that human performance could not reach the same precision in such repetitive processes. This finding is consistent with Huang and Rust's (2021) observation that AI has the ability to improve operational efficiency (Huang & Rust, 2021).

Glikson and Woolley's (2020) theory could not be supported in this scenario as none of the participants expressed emotional detachment in their work due to AI in routine roles (Glikson & Woolley, 2020).

In contrast, emotional reactions to AI in decision-making roles were more ambivalent, ranging from appreciation and comfort to cautiousness and resistance. While some managers acknowledged the value of AI for operational decisions based on clear criteria, they expressed concerns about its ability to handle strategic decisions. Strategic decisions often require broader contextual understanding, experiential judgment, and consideration of qualitative factors, which AI was perceived to lack. This aligns with Glikson and Woolley's (2020) findings that highlight AI's limitations in moral and strategic decision-making scenarios (Glikson & Woolley, 2020). It also aligns with Castelo et al.'s (2019) argument that AI cannot be used for every decision-making scenario as it lacks human intuition (Castelo et al., 2019). Besides that, managers reported cases where over-reliance on AI for complex decisions led to errors or suboptimal outcomes, which reinforced skepticism among them. Participants mentioned concerns about the potential consequences of AI mistakes, which emphasized the risks of misplaced trust. This supports Dietvorst et al.'s (2018) concept of algorithm aversion, where people are hesitant to hand over critical tasks to AI (Dietvorst et al., 2018). Positive reactions to AI in decision-making roles were primarily conditional as participants emphasized the need for human oversight and the option to adjust AI decisions if necessary. The participants perceived AI as an advisory algorithm as less threatening because they retain control about final decisions. The involvement in decisions makes them more confident in the AI system and aligns with the theory of Burton et al. (2019).

This comparison underscores a key distinction: AI in routine roles is widely accepted due to its efficiency and low risks. Compared to that, AI in decision-making is met with ambivalence. Primarily because it is perceived to be unable to handle complex, high-stakes scenarios on its own.

Routine roles vs. Leadership roles

While AI in routine roles was generally linked to positive emotions, in leadership roles it evoked mostly negative reactions, such as discomfort, anxiety and skepticism. Managers viewed that leadership requires human characteristics, such as empathy, intuition, and the ability to build and sustain relationships. They expressed doubt about AI's ability to motivate employees, address individual needs, and create supportive team cultures. These concerns were extended by the fear that AI leadership might lead to employees not feeling valued, particularly those who closely identified with their roles. This finding supports Morewedge's (2022) theory that algorithm aversion is more likely to occur in identity-related tasks as participants mentioned that AI at work cannot compete with their own gained expertise of many years. This reflects the participants' emotions of pride and attachment to their own skills and led to a rejective attitude towards AI (Morewedge, 2022).

In routine roles, AI was seen as a tool to increase efficiency and reduce repetitive tasks for human employees. However, leadership was seen as a relational and emotional role that requires human-focused qualities beyond AI's abilities. Managers highlighted that leadership often involves guiding teams through complex interpersonal issues, which cannot be addressed only through data or algorithms. This reflects Glikson and Woolley's (2020) findings, which emphasize that human-focused skills, such as empathy, motivation, and relationship-building are required for effective leadership, which AI does not have (Glikson & Woolley, 2020). A few participants expressed acceptance of AI in leadership roles under certain conditions and suggested that it might work in non-human-focused departments or if the entire team supported the idea. Only one participant expressed excitement about AI in leadership, which indicates a strong disparity in perceptions compared to AI in other roles.

This strong contrast reveals that AI is appreciated for its use in repetitive and non-critical tasks, but its integration in leadership roles challenges core beliefs about human interaction and emotional intelligence in the workplace.

Decision-making roles vs. Leadership roles

The emotional reactions to AI in decision-making and leadership roles shared some similarities, especially the expressed cautiousness and skepticism by managers. However, the intensity of negative emotions was stronger in leadership roles. Managers were more willing to accept AI in decision-making roles, under the condition that the decisions are limited to operational decisions with clearly defined and objective criteria. Strategic decisions, which require a broader understanding and consideration of non-quantifiable factors, were met with higher resistance, even though the resistance was less personal than for leadership roles. This aligns with the theory of Castelo et al. (2019) that AI is more likely to be accepted in objective tasks, which are solely based on data (Castelo et al., 2019).

Leadership roles evoked stronger negative emotions due to their deeply human-focused nature. Participants emphasized that leadership requires empathy, trust-building, and motivational skills, which are qualities AI was perceived to miss. Managers also highlighted the relational aspect of leadership, where team members often rely on leaders for guidance and emotional support, a dynamic AI cannot substitute. In decision-making roles, AI was primarily viewed as an advisory tool that could complement human expertise, but in leadership roles it was seen as a direct challenge to human qualities that define effective leadership.

This comparison underlines different levels of resistance: AI in decision-making roles is cautiously accepted under certain conditions and in leadership roles it faces stronger resistance due to concerns about emotional intelligence and human connections.

Besides the differences in emotional reactions because of the different roles, there were also individual differences which played a role in shaping the participants' emotional reactions. Factors such as familiarity with AI, prior experiences with AI, age of the participants were crucial in influencing emotional responses. For example, younger managers with positive past experiences with AI systems generally accepted AI more than older managers or those with limited exposure to AI. This highlights the need for tailored approaches for AI implementations which consider diverse individual factors.

In general, the findings mostly support existing theories about AI's benefits and challenges in the workplace. However, the study offers novel insights. The study extends the existing literature review as it identifies how algorithm aversion intensifies with higher

responsibility roles, such as strategic decision-making or leadership. It highlights that individuals in these high-stakes positions often view AI as less dependable because it cannot fully consider complex situations, personal experience, or non-quantifiable factors. Participants expressed a stronger need to stay in control of decisions, as these roles often involve significant risks and accountability. While participants recognized AI's value in supporting operational tasks and providing data-based insights, they emphasized that final decisions in these roles should remain under human supervision. This insight underscores the need of trust-building strategies and human oversight in these contexts to make sure that companies can benefit from AI's successful adoption.

5.2 Managerial and academic implications

From a managerial perspective, the study highlights the importance of transparency and employee engagement in creating acceptance of AI. Managers highlighted the need for clear communication about AI's abilities and limitations, as well as the importance of training programs to build employee competence and confidence.

Introducing workshops and AI representatives within departments were suggested as effective strategies to address concerns and demonstrate AI's practical benefits.

From an academic standpoint, this research contributes to the existing literature by studying AI's role across routine, decision-making, and leadership contexts, which provides a deeper understanding of the human-AI relationship. It also underscores the importance of trust, transparency, and tailored implementation strategies in creating acceptance among employees in corporate environments.

5.3 Limitations

It is important to be aware of the limitations of this research to provide a transparent understanding of its results and identify areas for future research to address topics that require further exploration.

The sample was limited to managers within a single automotive company in Germany, which limits the generalizability of the findings. While the participants were chosen from four different business areas, their shared corporate background limits the diversity of perspectives. Future research should include a more diverse sample across industries and geographic regions to capture broader different perspectives.

Another limitation is the speculative nature of the discussions on AI in leadership roles compared to AI in routine or decision-making roles. Participants could only imagine

scenarios in which AI might influence leadership roles, as none had direct experience with AI as a leader. Their emotional reactions and explanations for their reactions were, therefore, hypothetical and only based on their perceptions and assumptions. Hence, these emotional responses might differ from actual reactions if the participants were confronted with AI in leadership positions.

Another limitation of the study is that it is only based on qualitative data. While it offers in-depth insights into participants' experiences and emotional responses, this approach misses the statistical evidence provided by quantitative approaches (Bryman, 2016).

Future research should combine these qualitative findings with quantitative approaches such as surveys or experiments to validate these findings and identify broader patterns. For example, a survey study could use a structured questionnaire to measure participants' emotional reactions to AI in the three roles: routine, decision-making, and leadership. The questionnaire could include the Positive and Negative Affect Schedule (PANAS), a recognized scale for assessing emotions, to make sure that the responses can be compared between participants in a reliable manner (Roemer & Medvedev, 2023). To understand their emotional responses better, the survey could describe scenarios where AI takes on routine, decision-making, and leadership roles. Participants would then rate their emotional reactions to these scenarios using a Likert scale. Statistical techniques like regression analysis could be used to identify factors that influence emotional responses (Kim & Jung, 2023).

In summary, this study offers valuable contributions, but its limitations highlight the need for further research to expand on the findings.

6. Conclusion

This research explores managers' emotional reactions to AI performing tasks and roles traditionally performed by humans. It highlights how these emotions differ depending on the role AI performs: routine, decision-making, or leadership. Positive feelings like relief and appreciation were common when AI was used for routine tasks. In such roles AI was seen as helpful for improving efficiency and reducing human mistakes. However, decision-making roles evoked mixed responses, with concerns about AI's ability to handle complex judgment. Leadership roles evoked mostly negative reactions, as managers felt that AI lacked human qualities like empathy and motivation.

For organizations, the study underscores the importance of clear communication, training programs, and employee involvement to create acceptance of AI. Sharing success stories about AI's positive impact and introducing AI representatives within the company can also help build trust and confidence.

This research contributes to understanding the emotional dynamics of AI in workplaces and offers valuable insights for both academic and practice. Successful AI integration requires a balance between technological advances with human-focused approaches to ensure trust and effective adoption.

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AI Disclaimer

This document has been reviewed using AI tools for linguistic refinement and clarity.

Appendix

Appendix A: Interview Guide

Semi-structured Interview Guide: Exploring emotional responses to AI in organizational roles

Introduction

Welcome, and thank you for participating in this interview.

Before we begin, I want to emphasize that this interview is entirely confidential. Your responses will be anonymized and please take your time to read and sign the informed consent form.

Please feel free to share your thoughts openly. There are no right or wrong answers and if at any point you need clarification, please let me know. If you are ready to start, please let me know.

Main Topics

1. Artificial Intelligence (AI) refers to the capability of machines or computer systems to perform tasks that typically require human intelligence, such as decision-making, learning, and problem-solving. Could you tell me which touchpoints you had with AI?

2. What role does AI play for companies in today's environment?

3. What do you think of AI being used in professional environments?

3.1 What opportunities do you see of AI being integrated in the workplace?

3.2 What challenges do you see of AI being integrated in the workplace?

3.3 What risks do you see of AI being integrated in the workplace?

4. Could you please describe your role within this organization?

5. Are you familiar with AI in your workplace?

5.1 What tasks are being done by AI in your workplace?

5.2 Would you categorize the AI taking on a a) routine/supportive role, b) decision-making role or c) leadership/managerial role? *Depending on which category the interviewee chooses, I will ask for the other two categories in questions 5 and 6.*

5.3 What do you feel about AI taking on this task?

5.4 Why do you feel this way?

6. What are your thoughts on AI taking on a) routine/supportive roles b) decision-making roles c) leadership/managerial roles?

6.1 Can you think of any example where AI was used or could be used for this role in your workplace?

6.2 What do you feel of AI taking on this role?

6.3 Why do you feel this way?

7. What are your thoughts on AI taking on a) routine/supportive roles b) decision-making roles c) leadership/managerial roles?

7.1 Can you think of any example where AI was used or could be used for this role in your workplace?

7.2 What do you feel of AI taking on this role?

7.3 Why do you feel this way?

8. What factors influence your feelings towards AI?

9. How would you rate the general acceptance of AI in your workplace? (High, Moderate or Low)

9.1 Why do you think the general acceptance of AI is high/moderate/low?

10. In your opinion, what can companies do to empower positive emotional reactions towards AI?

Conclusion

Concluding question: Do you have any other insights that you would like to share? Perhaps something important that we have not discussed?

Thank you for your time and your insights. Your inputs are highly appreciated as they will help shape the study.

Appendix B: Email invitation

You are invited to participate in a research study involving interviews. The study aims to explore the emotional reactions of managers toward Artificial Intelligence (AI) when it takes over tasks traditionally performed by humans. It aims to uncover the reasons behind these emotional responses and the impact they have in the workplace.

The study is being conducted by myself, Celine Wilkens, M.Sc. student at CLSBE, as part of my dissertation.

All information you provide during the study is kept confidential. Only the researchers will have access to and will analyze the raw data. Your name and other potentially identifying information (e.g., mention of other people or organizations) will be removed from the data and replaced with pseudonyms/codes. The data collected will only be used anonymously in the research reports.

Would you be interested in participating in the study?

If yes, I will send you an informed consent form, which I kindly ask you to fill out and return to me either via email or in person before the interview.

Appendix C: Informed consent statement

Católica Lisbon School of Business & Economics

Student Celine Wilkens (s-cwilkens@ucp.pt)

Prof. Ana Filipa Martinho de Almeida (filipadealmeida@ucp.pt)

INFORMATION

You are invited to participate in an interview which is part of a research study investigating the emotional reactions of managers toward Artificial Intelligence (AI) when it takes over tasks traditionally performed by humans. The study aims to uncover the reasons behind these emotional responses and the impact they have in the workplace. The study is being conducted by Celine Wilkens, M.Sc. student at CLSBE, as part of her dissertation. She is supervised by Prof. Ana Filipa Martinho de Almeida, a faculty member at CLSBE. The findings will be presented in a dissertation format.

RISKS

There is a possibility that you may feel some loss of privacy due to the fact that the researchers will know your name. Specific steps, described in the confidentiality section, will be taken to guarantee that all of the data collected is confidential and that it remains anonymous in any reports of the research.

BENEFITS

In this study, informants will be helping us understand how AI integration into different roles, e.g., leadership and decision-making roles affects emotional responses in the workplace. This information can help organizations better manage the emotional impact of AI on employees.

CONFIDENTIALITY

All information you provide during the interview is kept confidential. Only the researchers will have access to and will analyse the raw data.

Your name and other potentially identifying information (e.g., mention of other people or organizations) will be removed from the data and replaced with pseudonyms/codes. The data collected will only be used anonymously in the research reports. No information that would potentially identify you (or other people or other organizations mentioned during the interview) will be used in the analyses and/or results.

Soft copy data will be stored in the researcher's computers, which are password protected. Any data in print form will only identify participants by their pseudonyms, and will be stored in a locked filing cabinet. The data will be destroyed 5 years after the date of data collection.

CONTACT

If you have questions at any time about the study or the procedures, you experience adverse effects as a result of participating in this interview, you feel you have not been treated according to the descriptions in this form, or you feel your rights as a participant in research have been violated during the course of this project, please contact the researcher at s-cwilkens@ucp.pt.

PARTICIPATION

Your participation in this interview is voluntary. If you decide to participate, you may withdraw from the interview at any time. If you choose to withdraw from the interview, all of the data you have provided, including digital recordings and notes, will be destroyed and not used in any way. You have the right to omit any question(s) you choose.

CONSENT

By signing this consent form, I understand the following things:

- That my participation is voluntary and I may choose to refuse to participate or withdraw from the interview at any time,
- That if I should choose to withdraw from the interview, then all of the data I have provided, including audiotapes and notes, will be destroyed and not used in any way,
- That the data collected will only be used anonymously in research reports.

Do you consent to having anonymous quotes used from your interview? No information that would potentially identify you will be used. You may still participate in the study even if you do not consent to the use of quotes.

☐ Yes, I consent to having anonymous quotes used from my interview.

☐ No, I do not consent to having anonymous quotes used from my interview.

Do you consent that the interview be digitally recorded?

☐ Yes, I consent that the interview be digitally recorded. I understand that I can the request that the recorder be turned off at any moment during the interview.

☐ No, I do not consent that the interview be digitally recorded, but I consent that the researcher takes written notes during the interview.

☐ No, I do not consent that the interview be digitally recorded, and I do not consent that the researcher takes written notes during the interview.

I have read and I understand the above information. I agree to participate in this study.

Participant's signature _____ Date _____

Appendix D: Interview participants

Code	Position	Age
P1	Marketing & Sales	34
P2	Marketing & Sales	29
P3	Marketing & Sales	38
P4	Marketing & Sales	44
P5	Marketing & Sales	28
P6	Marketing & Sales	56
P7	Marketing & Sales	42
P8	Human Resources	45
P9	Human Resources	51
P10	Human Resources	30
P11	Human Resources	32
P12	Logistics	39
P13	Logistics	41

P14	Logistics	58
P15	Logistics	49
P16	Logistics	34
P17	Finance	31
P18	Finance	50
P19	Finance	47
P20	Finance	52

Appendix E: Interview Summary

Category: AI usage				
Category description: describes if and how managers use AI in their daily lives				
#	Frequency	Transcript	Extract	Sub-category
1	19	P1	And also at work, it's getting more important every day. It's an essential tool for managing dealer incentives and tracking their performance in real time.	Professional life
2		P2	I also use AI at work to help with event planning, especially for large-scale projects like vehicle launches and our brand presence at the IAA.	
3		P3	I also use ChatGPT when I want to achieve a specific goal at work for example. I ask the AI to create a perfect schedule with a timeline when I have to achieve what, so that I can reach my final goal on time. Oh, and what I totally forgot. The last year it was incredibly helpful in managing and tracking dealer compliance with our new contracts. AI assisted us in keeping track of audit responses and flagging any areas where standards weren't met.	
4		P4	Yes of course, probably the most at work for analysis and research. We analyze the used car market weekly and also the prices of competitors. It's a quick way for us to get an overview of the most recent changes and adjust our own prices to stay competitive. And besides that, of course all the AI applications you can imagine, ChatGPT, Google Gemini, Google Translator, Google Maps and so on.	
5		P5	There's a lot of touchpoints. I interact with AI mainly through customer analytics tools and predictive marketing models. We use AI-driven software to track customer behavior and preferences, and to forecast purchasing trends. It also assists in personalizing marketing strategies. And one basic tool I use daily is the translating app DeepL. I have this tab always open to look something up quickly.	
6		P6	I interact with AI in digital ad placements and content strategy. It helps analyze the best times to place ads and predicts which types of content will perform well on different platforms.	
7		P7	I mainly work with AI in social media management. AI tools help us monitor engagement, analyze trends, and recommend optimal posting times. But I also use it for more creative tasks. When I'm feeling stuck or out of ideas, I often use AI for inspiration. I get new ideas, perspectives or suggestions that I might not have considered. It's a great tool for overcoming mental blocks.	
8		P8	There's a few. Artificial intelligence is perfect for summarizing large sets of data. This makes it easier and faster to draw conclusions. Another touchpoint is formulating. I often use it to draft documents or emails, especially when I need to communicate complex ideas or papers. It helps me structure my thoughts and allows me to focus on the content while the artificial intelligence takes care of the formatting and phrasing. For recruitment, we use AI-driven tools to scan resumes and shortlist candidates based on skills and experience. In employee analytics, AI helps in analyzing workforce trends and predicting future HR needs.	
9		P9	Here, at work, AI is also very common. Especially in HR systems, in recruitment, it's been used to filter resumes before they reach us.	
10		P10	I work with AI extensively as part of implementing HR systems. For example, AI is important for analyzing employee data to identify trends and provide insights that might not be immediately visible through manual analysis. It also plays a key role in automating workflows, such as streamlining approval processes or scheduling tasks. This saves time and reduces administrative burdens. I also often use AI to gather feedback and generate improvement suggestions for our processes. So, we can refine and optimize our strategies.	
11		P11	AI assists in analyzing data on training effectiveness and employee progress which helps to improve our programs.	
12		P12	On a basic level, I use it for tasks like summarizing information, structuring documents, or even formulating emails and reports. But I also work with AI on a more complex level. We're starting to use AI to analyze employee engagement data, which helps us understand trends and patterns that might otherwise go unnoticed. AI also plays a role in the prediction of career progression and the identification of employees who might be ready for promotions or new challenges. It also provides personalized training recommendations, and it has been a game-changer in making development initiatives more targeted and impactful.	
13		P13	For example, for inventory management or route optimization. We rely on it to predict demand, manage stock levels, and map out the most efficient delivery routes. Its ability to process big amounts of data and provide specific recommendations really impacts the way we approach logistics operations.	
14		P14	And I also use it to get a first impression of a topic I don't know a lot about. It's like a briefing tool. Oh, and of course, for summarizing data.	
15		P15	At work, AI plays a key role in analyzing our logistics footprint and suggesting more sustainable alternatives. For example, it identifies carbon-intensive routes and suggests optimal transportation methods to reduce emissions.	
16		P16	It plays a big role in analyzing supplier performance, monitoring real-time inventory levels, and even predicting demand for EV components, which are crucial in a volatile supply chain like ours.	
17		P17	In finance, I interact with AI mostly through financial analysis tools and risk management software. We use AI for forecasting, identifying market trends, and assessing potential risks. There are a few touchpoints.	
18		P18	I've seen AI becoming more present in financial analytics and reporting tools.	
19		P19	At work, though, AI is on a whole different level. It plays a significant role in our financial forecasting and helps us in assessing vehicle residual values. AI analyzes factors like market trends, vehicle depreciation, and usage data, which gives us insights we wouldn't easily catch otherwise. It's fascinating to see how much AI can dig into complex datasets to help us make better, data-backed decisions.	
20		P20	And at work, AI appears more in the form of analytics, forecasting, and data management tools.	

21		P1	I use AI a lot. I have Alexa, a smart assistant at home. I use it on a daily basis to set reminders or play my music. Or even for cooking. Sometimes I just upload a picture of the food in my fridge to ChatGPT and ask what I should cook. It works so well, but that's just when I am too lazy to come up with ideas on my own.	Private life
22		P2	I would say I have touchpoints several times a day, even when I don't really think about it as it's just the new normal nowadays. In my personal life, I notice it for example through recommendation algorithms on streaming platforms and social media. AI often suggests content based on what I've watched or interacted with. This is useful and helps me decide faster.	
23		P3	Well, mostly for organizing my daily life. I often let AI create my schedules or general daily routines. I'm not the most structured person by nature, so I like to get a little help. With just a few clicks, I get more structure in my everyday life.	
24		P4	And many more AI tools. For example ChatGPT, DeepL and the Meta AI.	
25	10	P5	And I also use it for organizing my fitness routines with apps that track my progress and provide suggestions on how I can improve or achieve my fitness goals.	
26		P9	At home I use Alexa a lot. It was a gift and first I was skeptical but now I use it almost every day. I totally understand the hype now. The smart assistant helps with reminders or random questions.	
27		P15	I've recently replaced Google with ChatGPT for my searches. I think that says already a lot about how much I have integrated AI into my life and how important it is becoming. It has made daily tasks much quicker. I also use it to track my personal productivity and help organize my schedule more effectively.	
28		P16	In my personal life, AI comes up in everyday ways, like in navigation apps that predict traffic patterns, or for simply translating.	
29		P19	I use AI for daily issues like language translation apps and even smart home devices. They make daily tasks easier and more convenient.	
30		P20	At home, I use AI assistants for tasks like organizing my schedule or managing my household systems.	
Category: Perception of AI's role				
Category description: describes how the role of AI is perceived in today's business environment				
31		P1	AI has a transformative role. It's a key tool for helping us stay competitive and efficient.	Essential role
32		P2	AI is a powerful tool that brings a lot of value to event management.	
33		P3	AI is critical for maintaining standards and ensuring compliance, especially in large-scale dealer networks like ours. Without AI, handling our daily tasks, would be overwhelming, like tracking every contract requirement and verifying compliance.	
34		P4	AI is a game-changer for companies because it brings speed and accuracy to tasks that would otherwise be overwhelming. AI helps companies stay competitive and responsive.	
35		P5	A few years ago, it was absolutely normal to work without AI. Now it's hard to imagine working without it. It allows us to work smarter.	
36		P6	In my opinion, AI has become a central instrument in today's business industries.	
37		P7	I like to compare it with a revolution in the technology world. And this is obviously reflected in our business and many other businesses.	
38		P8	It plays an increasingly important role.	
39		P10	AI has become essential for companies which want and need to stay competitive to keep their business going. Especially businesses, like the automotive ones, that are not doing so well and want to keep pace with their competitors.	
40		P11	I think it is super important to make use of it as it brings a lot of advantages.	
41	16	P12	AI plays a very important role in helping companies process and analyze large volumes of data quickly.	
42		P13	It has a critical role in today's business environment. We live in a time where everything happens fast paced. This is especially reflected in technological advancements. If you don't keep up, you will get left behind. That's how it works. So, integrating AI into businesses and making it a top priority is crucial.	
43		P14	I would say, it's reshaping how companies operate, and its role should not be underestimated. From my perspective, it's a like a basic requirement for companies to know how to apply AI properly so that work can be made more efficient. However, I also think that it's not just about efficiency, it's also about innovation. Technologies like AI allow us to explore new product ideas and test concepts faster, which gives us a competitive edge in a fast-changing market.	
44		P15	Digitalization and technology are core aspects that are becoming more and more important. So, you have to adapt to it, your internal processes, your daily business and most important your employees. In the end it affects the entire corporate strategy.	
45		P16	It has taken on a necessary role. AI applications help us to work smarter, not harder.	
46		P20	I am confident that it will take a meaningful role in the future. I believe in AI's strengths and its power to transform industries.	
47		P9	I believe AI should be treated carefully, especially in areas involving people, where understanding context is extremely important.	Cautiously adopted role
48		P17	And it should not be forgotten that this should be handled differently depending on the role. The more responsibility the AI is given, the more cautiously it should be handled.	
49	4	P18	I have to admit that I am a little torn on this. I totally understand that the topic of artificial intelligence plays a very important role in businesses and in society. But I also think that AI is still in its early stages and it will still take a few years until it takes over more responsibilities. At the moment, I'm cautious about implementing AI too broadly.	
50		P19	I would say AI's role depends on how it is being accepted and used by people. If people are willing to accept it, it has an increasingly important role. But no matter how advanced it is, if people reject it, you won't get far.	
Category: Opportunities				
Category description: describes the opportunities of AI as perceived by managers				

51	10	P1	First, AI makes work more efficient. Workflows can be designed more efficiently and AI has the ability to take over repetitive tasks.	Increased efficiency
52		P3	It is able to improve customer service, boost sales and improve production quality. I would say there is no sector which does not benefit of AI and its development. It makes our daily work more efficient as it's able to monitor dealer compliance.	
53		P5	The data can be analyzed much faster than any human could ever do it. Artificial intelligence increases work productivity and is definitely an enrichment in work environments.	
54		P7	The most obvious one is the increase of productivity. And also, the improved and efficient decision-making.	
55		P12	We already implemented AI in our department and it helped us to improve entire workflows.	
56		P13	With AI, we can forecast demand better, optimize storage space, and reduce transport costs. So, all these new applications improve our work processes and increase our efficiency.	
57		P14	AI can handle repetitive tasks and process data way faster than we could manually. It can really help in day-to-day operations and reduce the amount of manual work, which allows us to focus on higher-level planning.	
58		P16	I would say it helps us a lot in responding to issues in real-time. All these standard but important tasks increase our efficiency.	
59		P17	There are many opportunities that arise like in a chain reaction. AI automates routine tasks and it enhances decision-making processes. This in turn triggers companies to operate more effectively. And this in turn triggers that companies gain a competitive advantage in the market.	
60		P20	One major opportunity is its ability to process big amounts of data in real-time, which is crucial for informed decision-making. AI can uncover trends that may not be immediately visible to human analysts and this provides valuable insights for strategic planning and operational improvements.	
61	6	P1	This leads automatically to employee satisfaction as they have more time for more relevant tasks on their agenda.	Employee support
62		P4	I see a lot of opportunities. Even though some people are worried about job replacements, AI also offers a whole range of new job opportunities. Many industries, which are now driven by AI, will be changing and evolving in the next few years. And one must not forget that AI can improve overall job qualities by supporting with basic tasks. There is more time for complex tasks with a higher value for themselves.	
63		P8	It offers opportunities to simplify many administrative tasks. And this frees up our time to focus on more strategic tasks that cannot be handled by AI at the moment.	
64		P9	Working with AI can improve employee performance and increase an organizations overall success. AI can be seen as a collaborator which offers recommendations to us humans which we can profit from.	
65		P15	I think the most important aspect is employee support. Many colleagues are overloaded with their tasks and AI can definitely help to reduce this overload. At least in some areas.	
66		P19	In general, I think AI has the ability to perform repetitive tasks so that employees can focus on more rewarding and complex work.	
67	2	P2	Personalization is also a key aspect. We can personalize communications based on customers interests, which improves their experience with the brand.	Personalization
68		P11	AI provides the opportunity to create more personalized learning experiences. This could make learning more engaging and relevant.	
69	1	P1	The second opportunity is improved communication. AI supports smoother interactions through tools like automated chat systems and virtual assistants.	Improved communication
70	2	P10	The only question is whether it is and will be applied correctly. I don't recognize that yet. At the moment, many industries, especially the automotive industry, are struggling economically and should use AI to their advantage. I hope that it will be used to adapt for example corporate strategies and to better evaluate the future impact of today's decisions.	Limited opportunities
71		P18	Honestly, I see limited opportunities for AI in finance. But when it comes to real financial strategy, I think it's more of a risk than an asset. I just don't know how to completely trust an artificially created intelligence.	

Category: Challenges				
Category description: describes the challenges of AI as perceived by managers				
72	4	P20	One of the challenges I see is the difficulty of integrating AI seamlessly into existing systems and workflows. AI might be capable of incredible things, but if it doesn't align with how teams currently work, it can create frustration and inefficiencies.	Implementation issues & frequent adaptations/changes
73		P5	Another issue is adapting to rapid advancements, AI evolves so quickly that our processes and strategies often need to be updated.	
74		P7	One challenge is adapting to AI quickly enough. I already noticed that new AI tools and updates are frequent.	
75		P17	Being up to date with its frequent development.	
76	6	P1	Another challenge is getting everyone up to speed with AI tools.	Need for employee reskilling
77		P5	I would say mostly training. Not everyone in marketing is familiar with AI tools, so it takes time to get the team comfortable.	
78		P7	And it takes time to learn them and to know how to work with them.	
79		P13	A big challenge is getting everyone trained and comfortable with AI systems. Not everyone in logistics has a tech background, so there's a learning curve.	
80		P19	Personally, I think, one big challenge is training employees to fully understand AI tools. It also depends on the generation. Younger generations obviously are more tech oriented and have no problem with new technologies. But it's more the older generation that I'm worried about. But honestly, these challenges are manageable and worth addressing because the benefits of AI are tremendous.	
81		P4	I think it's difficult to ensure that AI's outputs are used correctly. AI might recommend an aggressive price cut based on competitor activity, but if we follow it without considering brand perception or long-term strategy, it could have a negative impact for our business.	
82	3	P3	Maybe fear among employees. That AI could replace their jobs. Even though it is often implemented to support rather than replace, there's still a lot of anxiety among some colleagues. This leads to resistance and a slow adoption.	Employee resistance
83		P13	And not everyone is willing to accept new technologies. A few colleagues live by the belief that if it has worked for 100 years without AI, why do we have to introduce it now. There will always be such attitudes. The challenge is to explain precisely how much our business can benefit from AI. So that everyone is on board. Because this is the only way we can become more productive.	
84		P16	Without clear explanations of how decisions are made, trust in the system can quickly disappear, and employees might resist its use.	
85	10	P2	One of the biggest challenges is maintaining a balance between AI's efficiency and the personal touch that's so important in events. And there's also the challenge of interpreting AI-generated insights; sometimes, the recommendations AI provides need to be set in context. This takes human experience.	Overreliance and bias
86		P6	Balancing automation with creativity is definitely a challenge we are facing in my opinion. In marketing, too much reliance on AI could mean losing that human touch, you know.	
87		P8	However, from HR perspective, I have to say that one challenge is to guarantee fairness. AI can sometimes overlook candidates who have unique qualities that don't fit conventional data patterns, which can lead to bias if we don't take care of it properly.	
88		P10	One issue is over-reliance on AI. I think relying too heavily on AI might lead to missed opportunities where human judgment is still necessary.	
89		P11	AI may focus on quantifiable outcomes, like course completion rates or test scores, but it doesn't necessarily understand qualitative factors like engagement or long-term retention of knowledge.	
90		P14	One challenge is knowing where to draw the line. If we rely on AI too much, it could be that corporate structure lose control over decisions. Especially those that require understanding of context or relationships. Especially in areas where human judgment is crucial.	
91		P15	Bias in AI systems is a big problem. Even though many people think it is fair, it can pick up biases from the data it learns from. This means it might make unfair decisions.	
92		P16	If an AI system makes a recommendation or decision, people may question its accuracy or fairness. Even more, if the reasoning isn't transparent.	
93		P18	I would say data integrity. If the data fed into AI is even slightly flawed, the output could be completely misleading.	
94		P1	One challenge is ensuring AI's input and calculations are accurate and transparent.	
95	2			
96		P12	Data privacy is a huge concern and challenge for companies. Many AI tools require large amounts of sensitive data to function effectively. This raises questions about how that data is stored and who has access to it. We, as a global player, or in general big companies have a lot of this sensitive data. Any breach could seriously damage trust and the company's reputation.	Data privacy
97		P17	Challenges include data privacy, especially with sensitive financial information	
98				
99	1	P9	I see ethical concerns as one of the biggest challenges. For example, if an AI makes a decision that negatively impacts someone, who is held accountable?	Ethical concerns

Category: Risks				
Category description: describes the risks of AI as perceived by managers				
100	4	P1	The primary risk is over-reliance. AI is powerful, but if we depend on it too heavily, there's the potential for errors in incentive calculations, which could lead to conflicts with dealers.	Over-reliance (AI mistakes)
101		P5	Over-reliance is a big risk. AI can be accurate, but it's not foolproof. If there's a glitch or a data bias, it could lead to flawed insights.	
102		P14	A significant risk is the potential for errors in decision-making if AI is given authority over commercial decisions like buying or selling products. AI isn't infallible, and if it makes a mistake due to a gap in its training or because it misinterprets data, we'd have to deal with the consequences.	
103		P19	A big risk is the dependency on AI systems. If the technology fails or malfunctions, it could disrupt entire operations. Businesses need to have a backup plan to ensure that critical tasks can continue without relying entirely on AI.	
104	11	P4	One risk is that AI might misinterpret data or respond to short-term market fluctuations without understanding the bigger picture. If we blindly follow AI's recommendations, we might end up making decisions that harm our brand value or lead to financial losses.	Over-reliance (missing human expertise)
105		P6	There's a risk of AI missing context, especially in content that should resonate emotionally with people. AI can't fully grasp certain emotional or cultural factors that influence customer behavior.	
106		P7	AI could make us too dependent on data-driven decisions, which might cause us to overlook the need for authentic engagement. Metrics don't always reflect emotional responses accurately.	
107		P8	A significant risk is over-reliance on AI, especially when it comes to assessing people. AI lacks the ability to understand context fully and might miss key interpersonal or cultural aspects that a human would naturally pick up on.	
108		P9	A significant risk is relying on AI too heavily for recruitment decisions. I know of a case where a company implemented AI to filter resumes, and as a test, the CEO submitted his own resume. And what a surprise. The AI rejected his application, even though he was more than qualified. This shows that AI doesn't always understand qualifications or recognize talent correctly. That company stopped using AI in recruitment because of this issue.	
109		P10	If we depend on AI to make decisions based solely on data, we might lose the personal connection that's essential in HR. This could potentially lead to employees feeling undervalued or like they're just numbers in a system.	
110		P15	Over time, relying too much on AI might make interactions in the workplace feel cold or mechanical, which could hurt relationships and engagement.	
111		P16	A big risk is over-reliance on AI for decision-making, especially in complex situations where human intuition is valuable. For instance, if AI rejects a supplier that has a history of reliability issues, we might still consider other factors like recent improvements or new certifications.	
112		P17	I worry about the risk of creativity being lost. As AI takes over more tasks, people might rely on it too much for ideas or solutions, which could reduce opportunities for innovative, human-driven thinking and problem-solving.	
113		P18	The biggest risk is over-reliance. If we start depending on AI to make financial decisions, we might miss warning signs that only our experience would catch.	
114		P20	A risk I see is losing the human touch in decision-making. AI might make decisions based on data, but it doesn't account for intuitions of a situation.	
115	3	P2	There's a risk of job displacement. As AI takes over more tasks, some roles might become redundant, which could lead to unmotivated employees. This could also harm the whole company culture if people feel undervalued or threatened by such technologies.	Job displacement
116		P6	And I also think that many colleagues see AI as a threat because they believe it will take away their jobs and replace them. In many cases it might not be a risk and I'm aware that it will potentially create more jobs, but you first have to change the people's mind. Otherwise you'll end up with a bigger risk: Employees who lose their motivation to work.	
117		P11	I think one of the biggest risks is people losing their jobs. If AI can handle tasks faster and cheaper than humans, some roles might no longer be needed. This could create uncertainty and stress for employees, especially those in roles that are more routine or administrative.	
118	2	P3	I worry about the ethical implications of AI in decision-making. For example, if an AI system makes a mistake, it's often unclear who is accountable, the machine or the humans who implemented it. This lack of accountability can create legal and reputational risks for the company.	Legal and reputational risks
119		P14	I'm also not sure about the legal implications. If AI makes a commercial error, who's responsible? It's a gray area that needs to be clarified, especially as AI becomes more involved in critical business functions.	
120	1	P12	Bias is a real risk that comes with AI. Even though AI is supposed to be neutral, it can pick up biases from the data it's trained on. For example, it might unfairly favor or disadvantage certain groups in hiring processes, which can lead to inequality and damage trust in the system.	Bias

Category: Job role				
Category description: describes the managers explicit job role and responsibilities				
121	7	P1	Sure, I work in variable marketing, where my main role is to manage dealer incentives and ensure they align with our performance targets.	Marketing & Sales
122		P2	I'm in charge of our event management. We focus on brand presence and product launches. My last projects included the launch events for our new models, the Capri and Explorer. I also managed our presence at the IAA. My role involves everything from coordinating to creating a memorable brand experience for our potential customers.	
123		P3	I work in dealer operations, so basically, we take care of the entire dealer network planning. Right now, we are implementing new dealer contracts, which will be valid from April 2025. My responsibilities include negotiating contracts with dealers, handling questions or concerns they have, and verifying compliance with contract standards through self-audits.	
124		P4	Of course, currently I am in remarketing and I deal with Ford's used car business. Part of my job is to always be up to date with the latest developments in the remarketing business. My team and I monitor competitor pricing, adjust our prices based on the market conditions, and manage auctions to maximize the returns on used vehicles.	
125		P5	I've been working in Marketing for seven years and have been responsible for digital marketing for 2 years now. My role involves developing strategies and digital campaigns across multiple platforms, so that they align with the company's branding and business objectives.	
126		P6	I manage digital advertising and content strategy. We focus on maximizing user engagement and the efficiency of our ads. My role involves coordinating with creative teams and using AI to refine our targeting. We also work closely with the creative and content teams to develop messaging that resonates with our target audience.	
127		P7	I manage our social media strategy by setting goals and aligning them with the company's broader business objectives. My role includes defining the key metrics for success and on the long run we want to make sure that our efforts drive engagement and deliver measurable outcomes. For us it is important to achieve consistency and long-term value creation for the company. So, my focus is on guiding the team strategically rather than on day-to-day operations.	
128	5	P8	I work in Talent Acquisition for our manufacturing plants. My day-to-day involves sourcing candidates, conducting interviews and ensuring a positive candidate experience. I work closely with hiring managers to understand their needs and develop effective recruitment strategies to attract and hire skilled production workers, technicians, and engineers.	Human Resources
129		P9	I work in HR with a focus on recruitment and employee engagement. I take care of the hiring process along with some colleagues and our main objective is to find the right talents and support new employees as they start with their new job roles.	
130		P10	Well, I think my role is labeled as HR Tech Manager. And it describes it very well. I deal with technologies related to Human Resources. We implement and maintain HR software systems. We work with platforms that handle everything from payroll and employee records to analytics and recruitment. My team is also in charge of introducing new technologies, like AI-driven analytic tools, that help us optimize HR processes.	
131		P11	I'm responsible for designing and managing training and development programs for employees. This includes identifying skill gaps, coordinating with external training providers, and monitoring training program's effectiveness. My or rather our goal is to equip our employees with the skills they need for current and future roles.	
132		P12	I am a people development manager and belong to a people development council. My main responsibility is to support the growth of employees within the company. I design and implement development programs and try to identify high-potential employees.	
133	4	P13	I'm in logistics and my tasks include mainly distribution strategies. The focus of our area is on managing timely deliveries, as well as coordinating with suppliers. We want to improve our supply chain continuously and guarantee that materials and products move smoothly from one location to another.	Logistics
134		P14	I manage logistics operations with a strong focus on inventory strategies. For us it is important to closely monitor stock levels. Besides, I also keep an eye on all the planning and forecasting processes in our department.	
135		P15	My role belongs to the sustainability area. More precisely, to the sustainable logistics field. This area focuses on the reduction of our carbon footprint in our daily operations. This involves for example the optimization of routes and only signing contracts with suppliers who share the same sustainability goals.	
136		P16	I'm responsible for managing the supply chain for our electric vehicle production. This involves making sure we have all the essential materials to keep production on track. I work closely with suppliers and this is also crucial as we couldn't work with them without a regular and transparent communication. At the same time, I focus on aligning our supply chain with sustainability goals by carefully selecting sourcing practices.	
137	4	P17	I'm in finance. I deal mainly with risk management and financial forecasting. My responsibilities include the management of financial reportings, analysis of investment options, and overall guiding the company's financial strategy.	Finance
138		P18	I'm responsible for budgeting, financial planning, and ensuring compliance with regulations. My team and I analyze financial performance, assess risks, and make recommendations on cost-saving measures and investment opportunities.	
139		P19	Currently I am working in the fleet and leasing department as a finance manager. I supervise the fleet team and we deal with the financial aspects of our fleet sales and leasing programs. My role also involves the analysis of residual values, and the negotiation of financing terms.	
140		P20	It has always been in finance. My current role as a project finance supervisor deals with financial planning and budgeting of major projects, like the Capri launch. We do our best at managing financial resources and forecasting costs. But also assessing and evaluating financial risks is an important task.	

Category: AI in routine roles				
Category description: describes the managers explicit job role and responsibilities				
141	20	P5	AI helps analyze customer data, predicts market trends, and personalizes content for different customer segments. It's also used in automating customer responses and analyzing social media trends.	Tasks
142		P7	AI manages post-scheduling, engagement monitoring, and helps with data reporting. It also supports customer service with pre-set responses to frequently asked questions.	
143		P8	AI is involved in resume scanning. It also analyzes employee satisfaction surveys, and predicts workforce needs. And it supports with administrative tasks like our payroll processing.	
144		P9	AI helps mostly by scanning resumes for certain conditions and keywords. It also responds to basic HR inquiries, like questions about leave policies or benefits. It provides us with preliminary information that we review manually afterwards.	
145		P10	It's a great tool for data analysis. Particularly for the identification of patterns. In employee turnover for example. It's also common in our department for automating repetitive tasks like payroll processing and creating analytics reports that highlight areas needing attention.	
146		P11	AI tracks training completion and sends e-mail reminders when trainings aren't completed. We also use it to track the employees performance in learning modules, and to provide suggestions for additional trainings. We can also identify content that employees find valuable with specific AI tools. This allows us to improve our programs.	
147		P12	AI monitors the participation in development programs and communicates skill gaps through an online platform. It also suggests training modules or development paths based on performance data and role requirements. For example, if an employee shows potential in leadership, AI might recommend certain managerial training modules. This is helpful, but we still review these recommendations to check that they're appropriate for each individual.	
148		P16	AI handles a lot. From tracking supplier performance to predicting potential bottlenecks in the supply chain. It also assists with our inventory optimization. This makes sure we maintain just the right level of stock without overextending our resources. Additionally, it monitors and informs about global events that could impact our supply, like geopolitical tensions or natural disasters.	
149		P18	Currently, AI assists our team with data collection and analysis. Like basic financial reports or recognizing spending trends. It also helps with automating certain routine tasks, like flagging anomalies in expense reports.	
150		P19	AI visualizes historical residual values and reviews current market conditions. It even suggests optimal leasing terms based on factors like mileage, vehicle type, and usage patterns.	
151		P20	AI is responsible for data-heavy tasks, like historical budget data and evaluating demand trends. It also helps in risk assessment and gives suggestions on where to allocate resources. AI would notify us if material costs or demand projections shift, which allows us to make adjustments.	
152		P1	Yes, AI generates weekly reports on dealer performance, showing how close each dealer is to reaching their targets. They highlight potential issues early on and this allows us to provide support right on time.	
153		P2	Yes, AI handles follow-up emails, organizes schedules and manages guest lists for us. After an event, it also assists in sending out surveys and evaluating the collected responses. This allows us to get feedback. It's quick and efficient.	
154		P3	Sure, we use it to send reminders to dealers about upcoming audit deadlines and compiles their responses. This makes it easier for us to track who has completed their audits and where follow-ups might be needed.	
155		P4	It automatically updates competitor pricing and generates daily reports on market trends, saving us hours of manual work. It also manages auction schedules and sends reminders, ensuring we stay organized and on track.	
156		P6	It's mainly useful for us to compile data on ad engagement and generate performance reports. It saves us hours of manual work.	
157		P13	Yes, for example, it assists in processing incoming shipments and updating inventory in real-time. This saves us hours of manual data entry.	
158		P14	Of course, it's common in our area to monitor stock levels and reorder supplies automatically when inventory runs low. It also generates alerts if there are delays in shipments, so we can address issues proactively.	
159		P15	AI is a great support in tracking the emissions of each transportation leg. It calculates the carbon footprint for every journey. This makes it easier for us to identify areas where we can cut down emissions. It also consolidates sustainability data from suppliers, highlighting which suppliers are the most eco-friendly.	
160		P17	It creates financial reports and reconciles data from various sources. This has sped up our reporting processes significantly.	

161	20	P5	I'm optimistic. So far it has worked perfectly. AI supports my team wherever possible. And I'm very enthusiastic about exploring how AI can continue to best support it.	Emotional reactions
162		P7	I feel relieved, honestly. It makes our work easier. Or better said, it helps us to focus on hot topics. It's like having an assistant that does the groundwork.	
163		P8	I'm quite comfortable with AI handling routine tasks. It saves time and lets us focus on more strategic HR activities.	
164		P9	I feel good about it. As long as it stays within a supportive role and doesn't make errors. For example, having AI scan resumes for basic criteria works good, but I wouldn't trust it to decide who moves forward in the hiring process. There's too much at stake in recruitment to rely only on AI's judgment.	
165		P10	I'm thrilled. This is the future. It's amazing to see how technology is changing the workplace.	
166		P11	I feel positive about AI in supportive roles. It helps us be more efficient. However, sometimes I feel cautious because AI's output is only as good as the data it's trained on. I'm cautious about letting it dictate too much of the learning experience.	
167		P12	I appreciate AI's abilities. It can handle large amounts of data quickly. So I'm mostly curious how it evolves, but I'm also a little bit nervous.	
168		P16	I'm pretty excited. AI is ideal for these roles. Think about the efficiency gains. I'm all in for anything that improves our processes.	
169		P18	I'm comfortable with AI supporting us by doing the grunt work, like data collection or generation of initial reports. But I don't think it should go beyond that. Finance needs accuracy and judgment that AI simply can't provide.	
170		P19	I feel very positive about it. AI's ability to handle complex calculations and identify trends makes it perfect for fleet and leasing finance. It provides us with a level of accuracy and speed that would be difficult to achieve manually. Especially when dealing with so many variables.	
171		P20	I think it's beneficial, as it automates data processing that would otherwise be incredibly time-consuming. However, I believe it's essential to have checks in place. Financial decisions in a high-profile project like Capri's launch must align with both immediate objectives and long-term brand positioning. AI can't grasp that fully in my opinion.	
172		P1	I feel relieved. We already have a lot on our plate anyway, so I'm grateful for any workload reduction in my team.	
173		P2	I feel grateful for the support it provides in these routine tasks. I feel like I can enjoy my job more than before.	
174		P3	Indifferent, to be honest. It doesn't really change much for me personally. My work isn't particularly reliant on routine tasks, so it won't impact me directly. But I'm happy that it supports my team and colleagues. Managing reminders and tracking audit submissions for all dealers would be tedious without AI. It ensures no one slips through the cracks, and we stay on top of compliance.	
175		P4	I'm confident and excited. I'm always looking for ways to improve our efficiency, and if AI can help with that, I'm all for it. As long as it's user-friendly and everyone knows how to deal with it.	
176		P6	It's such a good feeling. Knowing that daily repetitive tasks are taken of our hands. Definitely improves our efficiency. And makes our jobs more accurate. I know that such tasks can be prone to human error.	
177		P13	I think it's a perfect fit. Routine tasks don't require deep decision-making, so AI can handle them smoothly without much risk.	
178		P14	It's fantastic. These are repetitive tasks, and AI handles them quickly and accurately. It's necessary to prevent delays or stockouts. It also allows us to stay proactive without putting extra pressure on the team.	
179		P15	I'm really excited about the possibilities and opportunities. These routine tracking tasks don't require the same level of critical thinking as strategic decisions. So having AI handle them improves efficiency without compromising the quality of our work.	
180		P17	It really is brilliant. Especially when I compare our performance and the increase in performance over the last two years.	

181	20	P5	It's just great for analyzing large data sets, which would take my team much longer to process. It's important to me that we make the most of every day and not waste time on routine tasks. Especially if AI can easily handle them.	Reasons for emotional reactions
182		P7	It's a huge time-saver for us. I also believe I can improve my team's development and growth if we can free them from repetitive work. It allows for more focused attention on skill-building and challenging projects.	
183		P8	These tasks are repetitive and time-consuming, so having AI take over is efficient. However, I believe the human element is still crucial in HR, especially when it comes to assessing interpersonal skills.	
184		P9	Recruitment requires an understanding of both, skills and culture fit. And this includes hard and soft skills. Hard skills could be measured better by AI, but soft skills, I'm not sure about it. AI can assist by handling the initial workload, but it doesn't grasp the qualitative factors that are important in hiring. The situation with the CEO's application I mentioned before, shows me that there is the need for human oversight.	
185		P10	Because I believe in technological advancement. It saves time and as I already said, it simplifies administration. It helps us to optimize our strategies. It would be really stupid if we wouldn't use it to our advantage.	
186		P11	Learning is a personal process, and sometimes AI recommendations can feel too one-size-fits-all. AI's insights are valuable, that's for sure. But we must not forget that they're based on patterns. And learning isn't always about following the norm. Every employee has unique career goals and learning styles, and I believe it's essential to keep that individuality in mind.	
187		P12	In development roles, understanding an employee's full potential is essential. It may identify broad trends, anyways, it's still our perspective that aligns development plans with individual and company goals. People development requires an understanding of the whole person. Someone might excel in data analysis, but AI wouldn't know if they're interested in exploring a creative role unless it's explicitly stated. It probably can't interpret the personal motivations or potentials.	
188		P16	Tasks like tracking stock levels or generating reports can be time-consuming, so it's helpful to have AI handle them. We have the possibility to focus on higher-level planning and address issues that require human intuition and strategic thinking. In routine tasks, speed and consistency are key, and AI excels at both. It provides a level of reliability and efficiency that would be hard to achieve manually, especially in a large-scale supply chain like ours.	
189		P18	AI lacks the ability to interpret financial data in a way that considers broader context, which is essential for making sound financial decisions. It might flag an expense as unusual, but only a human can approve if that expense is justified based on our overall financial strategy.	
190		P19	The leasing market is highly competitive, and small margins can make a big difference. AI's data-driven approach helps us maximize those margins by setting optimal terms. It gives us confidence that we're making decisions based on the most current and comprehensive data available.	
191		P20	I don't think it sees the context needed for brand-sensitive projects. For example, some of its cost-cutting recommendations are logical on paper, but they could impact quality. And quality is crucial for Capri's image. A good balance between AI's recommendations with expert judgment helps us to maintain brand integrity.	
192		P1	AI's precision in routine tasks is efficient and reliable. When we first implemented AI, we were cautious at first. But over time we realized how well it works and that we can really rely on it. It allows us to concentrate on bigger responsibilities.	
193		P2	I have more time to focus on aspects of my work that inspire me and make a difference. For example, on the more dynamic aspects of event planning.	
194		P3	These supportive tasks are repetitive but essential for maintaining standards. AI handles them efficiently and reduces the chance of human error, which keeps us organized and timely.	
195		P4	Because efficiency is key. Reducing wasted time on repetitive tasks allows for more strategic thinking and innovation. It allows me to focus on higher-value tasks.	
196		P6	It allows our team to focus on more creative and strategic aspects of the job. AI handles the groundwork, which frees up time for us to work on more meaningful things.	
197		P13	I believe my greatest contribution to the team lies in the creative and strategic aspects of my work. Even in a management position, routine tasks have to be done sometimes. And they often distract from the strategic aspects. And AI could help me refocus my energy on what I do best.	
198		P14	Supportive tasks don't require in-depth analysis which could only be done by humans. AI's accuracy and speed are a big advantage here, and it gives us peace of mind knowing that routine operations are taken care of automatically. Resisting technological progress is pointless. Instead of fighting it, we should focus on adapting it effectively.	
199		P15	AI's ability to track emissions and gather data is reliable. Its role in handling them aligns well with our goals of efficiency and sustainability. Besides, with the automatization of routine tasks, AI can reduce stress and burnout. Everyone can focus on the aspects of our jobs that we actually enjoy and find meaningful.	
200		P17	Automating routine tasks minimizes human error and saves time. For me, these are enough reasons to keep AI in our job or rather develop it further. We can benefit from its full potential.	

Category: AI in decision-making roles				
Category description: describes how AI in decision-making roles is perceived by managers				
201	6	P1	It's primarily in a decision-making role, as it plays a significant part in calculating and distributing dealer incentives.	Tasks
202		P4	AI provides insights and recommends pricing adjustments and auction timings. Those are crucial decisions in remarketing.	
203		P13	It's not leading, but it does make critical decisions about stock levels and delivery routes based on data.	
204		P14	AI primarily takes on a decision-making role at the operational level. It helps choose between suppliers or routes based on data. However, for strategic decisions, such as forming long-term partnerships or expanding into new markets, those are handled by us as managers.	
205		P15	It decides for example which suppliers to prioritize based on sustainability data.	
206		P8	In recruitment, AI pre-selects candidates based on a fit score.	
207		P1	Honestly, it makes me a bit nervous. Incentives are a critical aspect of dealer relationships, so any miscalculation can have serious consequences. I appreciate AI's efficiency, but I feel we need to double check its work. Just to maintain the trust.	Emotional reactions
208	20	P2	I feel both appreciative and a bit cautious. AI's insights help us make decisions that are more likely to resonate with attendees. But I also feel there's a risk of over-relying on AI's data. This could make our events feel less personal. But so far, the feedback AI provided was very helpful.	
209		P3	I feel pretty good about it. AI processes the data more quickly than we could ever do it. This is so important as we're working with a large dealer network.	
210		P4	I'm fine with it. At least most of the times. I really recognize its ability to analyze high data volumes in a quick manner. But I always have in mind that AI sometimes lacks the market intuition that we've gained through our experience. There are times when I feel AI's suggestions are a bit too reactive, especially in response to short-term trends.	
211		P13	I'm comfortable with AI handling these decisions because they're based on straightforward data inputs. It's actually more accurate than human predictions for demand forecasting.	
212		P14	It depends. I'm okay with AI making decisions on the operational level, where the criteria are clear-cut. For example, selecting the most cost-effective supplier or optimizing delivery routes. However, when it comes to strategic decisions, I prefer to be more hands-on. AI is great with data, but for partnerships or high-stakes choices, I think it's missing the broader understanding needed.	
213		P15	It's a good idea in principle, and I'm sure it will get better. We've had one or two issues where the application's recommendations were questionable, and we ended up adjusting them. While this only happened I think twice, it did happen. Therefore, I'm comfortable using it for initial suggestions, but the final decision will always be left to my team or myself.	
214		P17	I'm generally happy with it, as it gives us an edge in financial analysis. The insights are often accurate and help us make better-informed decisions.	
215		P5	AI is a valuable tool, but over-reliance is risky. Sure, it's good for suggestions, but humans have a 360 degree view which AI probably hasn't.	
216		P7	I don't know. I would say positive. But only as long as I can correct AI's suggestions if needed. It's great for a first decision but shouldn't take over our entire approach.	
217		P8	I really appreciate how the AI simplifies the final decision-making process. It doesn't take over completely, which is good. But it's great that it pre-selects the most promising candidates based on the fitness score.	
218		P9	I wouldn't feel good about it.	
219		P10	Rather bad than good. It's more a gut feeling, but I think it wouldn't feel right.	
220		P11	Well, probably mixed feelings. But it's also difficult to imagine as I am not working with AI in a decision-making role.	
221		P12	I'd feel good I think. If I was sure that the decisions would be made in the interests of the company and that our performance wouldn't change, I would definitely be in favor of it.	
222		P16	Difficult to answer. I've made so many decisions myself, so I'm very aware of the aspects involved. That's why I think we should always evaluate whether an AI is the right tool for the job.	
223		P18	I'd be hesitant.	
224		P19	I'm neutral on this. If it can be shown that the AI consistently makes correct decisions and actually helps my team rather than making them insecure, then we should use it.	
225		P20	I think it's highly valuable. AI has made so much progress recently, so I'm optimistic about using it for decision-making. I think now is the time to use it in as many ways as possible.	

226	20	P1	Dealers rely on these incentives, and if there's an error, it could damage our credibility. I would feel responsible if the AI made a mistake. It would be down to me and my employees. AI is great for speed, but I feel there's a risk when the stakes are this high and we would only rely on technologies.	Reasons for emotional reactions
227		P2	Event management is deeply personal. And a successful event is about creating a unique experience which you keep in mind. AI helps guide us and suggests us its decision. Most of the times good ones. But it's good to know that the final decision stays with us.	
228		P3	I'm comfortable using this AI because of my familiarity with its capabilities. We've been using it for quite some time and it has consistently met our expectations.	
229		P4	The used car market changes constantly. It's very dynamic. And I don't want to talk it down, because AI's data-driven approach is great for accuracy. However, it doesn't always account for seasonal factors or shifts in consumer sentiment. There are moments when experience tells me to hold back or adjust differently than AI recommends.	
230		P13	AI can process data at a scale we can't manage manually. It makes real-time decisions, which is crucial in logistics where timing is everything.	
231		P14	AI is great for the day-to-day stuff. The stuff based on facts and figures. It summarizes data way faster than we ever could. But when it comes to the big-picture decisions, that's where humans really shine. We can see the bigger risks, understand how people work together, and think about the long-term effects of our choices. That's something AI just can't do yet, it doesn't have the same gut feeling or understanding of people.	
232		P15	Those two incidents made me a little cautious. Or maybe I'm just looking at its output more carefully. But my confidence in the AI still remains high. It's performed super well in 90% of the cases. It's just the 10% that make me treat its information more carefully.	
233		P17	Because I see it as a tool and not as a replacement.	
234		P5	AI's analysis is only based on data. I know that data is powerful, but there are elements, like understanding market shifts or customer emotions, that are hard for AI to interpret.	
235		P7	Social media is about connecting with people, and data alone can't decide the best approach. AI is helpful, but final decisions should consider brand voice and the mood of our target group.	
236		P8	The fitness score is automatically calculated and highly objective, so it's unlikely any of us could improve upon its efficiency and accuracy in making this decision. Nevertheless I keep in mind that HR decisions affect real people. And some characteristics, like empathy for example is something that AI doesn't have. So it's good for calculating scores and choosing candidates to a certain round but it shouldn't make final calls in our hiring process.	
237		P9	I can't imagine the AI having the same background as myself or one of my colleagues. Years of expertise and specific know-how is something you can't train or teach a technology.	
238		P10	Every decision, no matter how small, how small its scope is, brings business-wide implications. That's why I view the idea of AI making these choices as critical. We need to carefully consider the decision's level and its potential effect on the company.	
239		P11	I guess my opinion depends on the nature of the decision. If it's more objective, I totally agree with the implementation of AI in such roles. But if it's a subjective decision, then I would be more resistant to hand it over.	
240		P12	Because I think that it would be a positive development for our company. If it works and we maintain or improve our performance, we should go for it.	
241		P16	Because I'm aware of the potential consequences of some decisions. I've already experienced a lot here.	
242		P18	There are often unique situations or external factors that influence a decision. And those aren't always directly available to the AI. Our own judgment and experience is often more accurate.	
243		P19	The key is whether it's a net benefit. If it creates more work by requiring us to review every decision, then it's not worth it.	
244		P20	It's used in so many industries worldwide for decision-making, so it must be effective. And for us, it guarantees that we don't experience major budget overruns.	

Category: AI in leadership roles				
Category description: describes how AI in leadership roles is perceived by managers				
245	4	P1	I could see AI suggesting strategic improvements based on compliance data. But even in this scenario, I think that the final decision should stick with us.	Tasks
246		P2	In my field, I can't think of a direct example. Possibly very, very far in the future. But until then, I hope that I will no longer be working. I mean, things like inspiring and motivating your employees is difficult to leave to an AI. I could rather imagine other tasks that are associated with leaders. For example rational problem-solving, setting a clear vision and guiding steps to follow a certain strategy.	
247		P7	Not really. Not yet. I could imagine it in the future, but it depends a lot on the department and which tasks are involved. So, I think certain departments are better suited to this than others. If this is to be introduced, it would be a good idea to test it in two or three departments first. As a pilot phase, to see how it works. Possibly track KPIs and see whether performance and output improve and how employee satisfaction is. Whether it improves, stays the same or decreases. Well, departments dealing with highly structured data and repetitive tasks would likely be better candidates initially. And perhaps start by testing departments where there is not too much employee responsibility. And test a leadership role for management positions at the lower level.	
248		P12	Not in a direct leadership role, but AI does influence leadership by providing data insights that help shape our strategy. For example, AI-driven insights on skills gaps and future trends have been used to inform our development programs. However, when it comes to making the final call on people's development paths, those decisions are made by human leaders who understand the personal aspect of growth.	
249	20	P1	As I said, I would feel uncomfortable. I don't know. It's hard to imagine, but yes, it would be a strange feeling.	Emotional reactions
250		P2	I'd worry a lot. It would just feel unnatural I guess. Leadership involves connecting with the team, understanding customer expectations, and making creative choices on the spot. AI lacks those abilities.	
251		P3	To be honest, the idea of an AI leader makes me nervous. It would feel like giving control to a force that we can't control. Leadership requires interpersonal skills and understanding each dealer's unique challenges.	
252		P4	I'm hesitant. It feels like a step too far, too soon. The thought of an AI making critical decisions and leading a team is a little bit spooky.	
253		P5	Honestly, it feels off. Leadership is about guiding and motivating people, and AI lacks the emotional intelligence required for that.	
254		P6	It would probably make me uncomfortable. Leadership requires vision and the ability to inspire a team, which AI can't do.	
255		P7	It would definitely feel strange, I think, especially at first. But if the test phases went well, I'm sure I could get used to it. It's hard to imagine, though, without having actually experienced it. And also a little bit hopeful. Especially in recruitment. The AI would lead to more objective decisions. I assume that everyone tries to be as professional as possible, but I can imagine that some people still have advantages because of connections.	
256		P8	It wouldn't feel right. Leadership is about people and relationships. And AI can't manage the personal dynamics of a team.	
257		P9	Anxious describes it quite well. It feels like another way for companies to cut costs and dehumanize the workplace. Leadership is about making decisions that align with our values and culture. It's also about connections between people.	
258		P10	That wouldn't make me feel good. To be honest, I would be very uncomfortable with AI making leadership decisions.	
259		P11	I'd feel very uneasy. Leadership in L&D isn't just about following data. It's more about inspiring people and identifying individual strengths.	
260		P12	I have mixed feelings on this. I would be curious for sure and I would like to know how it goes. But I'm also a bit concerned. If this is supposed to be the next step in the near future, I don't even want to imagine what comes next. At some point, nobody will work in the company if even the strategic roles are taken over by AI applications.	
261		P13	I would feel bad about it...Yeah, that would make me pretty uncomfortable.	
262		P14	Thinking about my own job and responsibilities, it's hard for me to imagine AI taking over all of this. But hey, if it works, why not? I'd be okay with it. I'd just need to see it in action first to actually be convinced.	
263		P15	I'm not sure. I really doubt it would be good for the business in the long run.	
264		P16	Maybe a combination of feeling overwhelmed and fearful.	
265		P17	What would the leadership role include? I mean, it's very broad. To me, leadership means charisma, competence, team support, active listening, decisiveness, influence, and integrity. AI can't easily replace these human qualities. That pretty much answers my question. I wouldn't feel comfortable with AI taking on such a role.	
266		P18	Difficult to answer. It would feel weird.	
267		P19	I would be cautious. Leadership is more than just data that can be learned.	
268		P20	It would be exciting to see what implications this would have. I am actually open to such ideas for the future. I just think it would have to be very well planned and everyone would have to feel comfortable with it. And it would still be important to have a human contact person.	

269	20	P1	Leadership here requires understanding human factors and building trust with dealers. This is a complex topic. AI can analyze data, but it can't build relationships. In variable marketing, incentives aren't just about numbers. They are mostly about keeping dealers motivated and satisfied. For this, empathy and negotiation skills are needed.	Reason for emotional reaction
270		P2	Well, I understand the potential benefits people talk about, but the lack of human empathy and intuition makes me uneasy. AI can provide data, but it can't read the room or respond emotionally to what's happening in real-time.	
271		P3	Managing dealers is as much about relationship-building as it is about compliance. AI is great for data, but it can't build trust or adapt to individual needs. Those of our dealers for example. Leadership needs human input to handle these complexities.	
272		P4	Leadership decisions are often influenced by factors beyond data. AI can't fully capture these dynamics.	
273		P5	AI doesn't understand emotions or personal dynamics. A leader needs to connect with their team on a personal level, which is something AI can't do.	
274		P6	A leader in marketing needs to connect emotionally, both with the team and the audience. AI can't replicate those connections or understand the impact of creative direction.	
275		P7	I think it's just because it's so new and different. AI handling simple, repetitive stuff is one thing, but actual leadership? That's a whole different story. Leadership is so much more than just ticking boxes, it's about people, and it's hard to say how well an AI could ever really get that.	
276		P8	AI doesn't have the emotional intelligence to lead a team effectively. Leadership involves guiding, mentoring, and empathizing. Hard to imagine an artificial intelligence with such characteristics.	
277		P9	It's called Human Resources for a reason, not Technology Resources. The core of this department is human interaction and understanding. Other departments might be better suited to AI, but here, it's all about people. AI can certainly take over routine work, but leadership should be human-to-human. People aren't just data points. They have motivations, emotions, and unique perspectives that AI can't fully read.	
278		P10	People respond to leaders who understand their individual situations. And a leader is only as good as their team. AI can definitely help with a lot of tasks, but I don't think leadership should be one of them. For an AI-led team to really work, everyone would have to be completely on board, and I'm not sure that's realistic.	
279		P11	Learning and development rely on creating an environment where employees feel motivated and valued. This requires a level of empathy and flexibility that AI lacks.	
280		P12	From my point of view, AI can't replace the human aspects that are essential in guiding someone's career journey.	
281		P13	Of course, it also depends on how much someone identifies with their job and their role. I can only speak for myself now. But I really enjoy my job and can identify with it. So, it would take away my motivation if I knew that I was going to be replaced by some kind of robot. Regardless of the extent to which the AI would take over my role. Somehow you want to feel valued.	
282		P14	This role involves a huge amount of responsibility and expertise built up over years of experience. I know our business inside and out, and I have a broad overview of all our logistics departments. I have a really wide perspective, and I think that's essential for a leader – seeing the bigger picture, not just the details of one department. And don't even get me started on the human side of things. I'm not sure how employees would react to being managed by an AI. Some really value the personal interaction, you know? Replacing me with an AI would definitely shock some colleagues at first.	
283		P15	Who would step in if the AI leader makes a mistake? AI can make errors, just like people, but it seems like it would be less room to react if an AI is in charge. And therefore you'll end up needing people to monitor the AI, which makes the whole thing pointless. Maybe it's better to leave things as they are, with human leaders.	
284		P16	If jobs are being replaced at this level, I would be worried about my own job. I actually see it more as a technology that should be used to supplement jobs, and not replace them completely.	
285		P17	Basically because all of the characteristics I expect from a leader. And I don't think an AI could fulfill these expectations. The responsibilities which come with a leadership role are too complex for that.	
286		P18	I really appreciate having 1:1 discussions with my line manager. Even though I work independently a lot, it's good to get advice from time to time. And I prefer to get it from a person rather than an AI. And also, finance impacts the entire organization, and leaders need to be accountable for those decisions. AI can't take responsibility or understand the whole impact of decisions.	
287		P19	I mean, you can load an AI with tons of data, but there are some things you just can't teach. Even if you could give it emotional intelligence, I think it would still struggle to understand people. It would probably misinterpret behavior and body language and that natural, human-to-human communication would just be missing.	
288		P20	So far, AI has only brought us opportunities. Apart from the few challenges, I would say we have all benefited from it so far. So why shouldn't it work.	

Category: General AI acceptance in the workplace				
Category description: describes how managers perceive AI to be accepted in their work environment				
289	5	P1	High. AI is very well-accepted here. At least in the area of variable marketing. Many of our own employees have come up with great ideas about how AI can make our work easier and more efficient. That's why it's been so easy to introduce.	High acceptance
290		P5	In general I'd say it's high. I believe that most of our colleagues recognize that it is transforming the way we work.	
291		P6	High. AI is the key to our future competitiveness. Well, not solely responsible but it accounts for a large part I would say.	
292		P12	I'd say it's high. Especially for our younger colleagues. But no, in general I see that the change is increasingly moving towards AI being accepted from all sides. Or where I notice it.	
293		P13	High. Most of us see the value AI brings to logistics, especially in efficiency and accuracy.	
294	13	P2	I would say it's moderate. People appreciate AI's efficiency. However, I also think that some team members are still a bit resistant. Maybe because of the fear of losing their jobs. I don't know.	Moderate acceptance
295		P3	Would believe it's rather moderate than high. Sure, it's a support, but I can't imagine that everyone relies on it completely. There's still caution when it comes to sensitive areas like compliance and dealer relationships.	
296		P4	Moderate. AI is definitely making waves and most see its value in routine and data-heavy tasks. But there's some hesitation around fully trusting it for strategic decisions.	
297		P7	Moderate. Some people see its power. But others worry about its complexity. But this applies more to those who are not so familiar with AI.	
298		P8	Moderate. People see its advantages but are cautious, especially because of concerns about bias and accuracy.	
299		P9	Moderate. It's a mixed bag. Some departments are embracing AI, they are trying their best to implement it as good as they can. But others are lagging behind. So, there's still resistance among some employees. They are hesitant about the changes and potential job displacement.	
300		P10	Moderate. People appreciate AI's efficiency. Especially in routine tasks, but there's still concerns when it comes to areas like recruitment. Or employee evaluations where human judgment is critical.	
301		P11	Moderate. There's still some hesitation about fully trusting AI's recommendations. This will certainly change a lot in the next few years, but right now we are still in the early stages.	
302		P14	Moderate. People are already busy with their jobs anyway and have to take or plan extra time to familiarize themselves with new technologies. I think this is a hurdle for the general acceptance.	
303		P15	Moderate. Even though people mention the efficiency that AI brings, some are still resistant.	
304		P16	Moderate. People appreciate the quick insights AI brings. Anyway there's caution about allowing it too much influence over strategic decisions.	
305		P17	Moderate. Some people are enthusiastic about AI, but others are cautious, especially with regard to its potential to overlook important details.	
306		P20	I would rate it as moderate. AI is valued for its efficiency and ability to handle vast amounts of data, which has streamlined a lot of processes. However, when it comes to decision-making or strategic influence, there's a level of hesitation. Many of my colleagues appreciate what AI brings to the table but are still cautious about letting it go beyond supportive or analytical roles. I think this caution is natural, especially since finance involves high-stakes decisions where human judgment is critical.	
307	2	P18	I'd say low. Most of my team shares my reservations about AI. There's a lot of caution, especially because finance is so high-stakes. People are open to using AI for routine tasks, but when it comes to analysis or decision-making, there's little acceptance.	Low acceptance
308		P19	I'd say the acceptance of AI here is rather low, particularly because people see the concrete risks it could bring. Some team members are still getting used to trusting AI's recommendations, but the results so far have been encouraging.	

Category: Future recommendations				
Category description: describes how managers believe positive emotional reactions can be empowered				
309	9	P1	Maybe sharing success stories where AI has made our jobs easier. On our internal website such stories are always shared anyway. This could help build a positive perspective.	Transparency & communication
310		P3	I really believe that the two most important priorities are clear communication and upskilling employees. There needs to be a certain level of transparency and education, so that everyone feels safe and comfortable working with AI.	
311		P5	I guess it is extremely important to demonstrate clearly which benefits AI brings exactly. I heard of another company that started workshops with introductions and explanations to AI systems. I think that could also work for us.	
312		P6	It's super important to involve all colleagues. If they feel that they can participate in discussions and exchange ideas about new implementations, it will build trust and understanding.	
313		P8	Our weekly all-hands meetings could be used to have an expert present topics related to AI. Could just be 2 or 3 seminar sessions, but that would be good to create more awareness and transparency among us all.	
314		P10	Don't overpromise. I think that is also the responsibility of even higher management levels. To clearly communicate what the AI can and cannot do. And communicate clearly that our jobs will not all be lost to AI. That might encourage some people.	
315		P11	Transparency is key. If employees understand how AI is being used and that it's here to support, not replace them, they're more likely to feel positive about it. Also, involving people in decisions around AI's implementation and explaining the benefits can create positive reactions.	
316		P13	There are many ways to empower positive emotional reactions. One obvious aspect is a transparent communication. When people see AI as a helpful tool, they will be more positive towards it. And it's also necessary to communicate how data of AI systems is collected, used and protected. Just to make sure that everyone is aware that it complies with all data privacy guidelines.	
317		P16	Be transparent and honest. That's what I would recommend. Most people would appreciate it and probably be more open to new such new applications.	
318	4	P2	Emphasize that AI is a support tool, not a replacement. So maybe offer trainings that show how AI can enhance our roles, and not take them over. And maybe also introduce one AI representative in each department. This person could participate in special AI trainings on the latest developments. Other colleagues could then turn to the representative for guidance. It would be a bridge between new technologies and their practical application. I think this would help.	Training & upskilling
319		P12	Most people want everything to be convenient and easy. So let's make new tools like AI technologies like that. I think it would be important to prioritize the ease of use and provide clear instructions. Poorly designed mechanisms and interfaces can lead to frustration and negative emotions.	
320		P15	It would be a good idea to organize workshops. If they are interactive, even better. The more we are involved, the better. And those workshops could serve as a safe space for participants to express their concerns and ask questions about AI. I think this would help to empower positive emotional reactions.	
321		P19	Providing hands-on training and demonstrations that show AI's advantages can really help. When employees see AI's capabilities in action, it could for sure build excitement. Also, rewarding successful projects or ideas from colleagues that have used AI can reinforce a positive association with the technology.	
322	5	P4	Maybe anticipate employee concerns and address them directly. I think it would also be good to share specific examples where AI has made a positive impact. This could help people feel more confident and open to use it.	Addressing concerns & building trust
323		P7	It would be great to get to know some positive examples of AI's impact. I think this can create enthusiasm.	
324		P14	Companies should set clear boundaries for AI's role. And clarify that AI is here to assist us with our routine work and not to completely replace us or make strategic calls.	
325		P18	If AI can be presented as a tool to make routine tasks easier without impacting critical decisions, I think people would be more willing to accept it.	
326		P20	One approach could be to involve employees more in the AI integration process, giving them a say in how AI tools are implemented. If people feel they have input and control, they're less likely to see AI as something imposed on them.	
327	2	P9	I'm not sure if this is thinking too far ahead, but the introduction of explainable AIs would be great. So perhaps introducing AI systems that explain their decision-making processes. So that it is also understandable for non-experts. But I really don't know whether this is possible and what the costs would be for the company.	Ethical considerations & bias mitigation
328		P17	Companies must actively identify and address biases in their AI systems. This isn't a one-time fix. It requires continuous monitoring and improvement. Transparency about data sources and bias mitigation strategies is essential for building trust. I think employees would appreciate that.	

Appendix F: Interview Transcripts

The interview transcripts are available here:

<https://www.dropbox.com/scl/fo/aaqnp7phkqt1z8b0ljkp6/AOJliloUMksun96FL7UHXkU?rlkey=9ubt1bd0euv9ftk6h8ac0uv4d&st=0yp4ieqt&dl=0>