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Employees' Attitudes Toward the Use of Artificial Intelligence Solutions in Enterprises

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Abstract:

Purpose: *The aim of this study was to determine the level of employees' trust in AI-based solutions. In the context of the increasingly widespread use of AI in the workplace, it is essential to understand which factors shape employees' attitudes and how these attitudes may influence the effectiveness of AI implementation within organizations.*
As technology advances rapidly, enterprises face challenges related to the effective use of AI and the management of organizational changes associated with it. Understanding employees' attitudes toward AI is crucial for planning and implementing new technological solutions.
Design/Methodology/Approach: *The research sample consisted of employees from various enterprises operating in the Mazovian Voivodeship. Participation was voluntary, and data privacy was ensured. Data were collected using the CAWI (Computer-Assisted Web Interviewing) method. The online questionnaire included sociodemographic questions and research items sourced from literature. The final sample consisted of 183 participants with an average age of 28.8 years. Women constituted the majority (54.2%), and 52.8% lived in cities with more than 500,000.*
Findings: *The findings indicate that employees' level of trust in Artificial Intelligence varies and depends on several key factors, including prior technological experience, familiarity with AI, and the perceived competencies of AI in comparison to human workers. Employees who had previously interacted with AI—both in professional and private contexts—demonstrated a higher level of trust in these technologies and greater readiness to adopt them in their daily work.*
Practical Implications: *The research results indicate that that employees' level of trust in Artificial Intelligence varies and depends on several key factors, including prior technological experience, familiarity with AI, and the perceived competencies of AI.*
Originality/Value: *This article presents an original research problem concerning the identification of factors influencing employee attitudes and how these attitudes can impact the*

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effectiveness of AI implementation in an enterprise. The relevance of this research topic stems from the dynamic development of technology and the increasing role of AI in professional life. Exploring these aspects is crucial to ensuring effective AI implementation and increasing acceptance of change in the workplace.

Keywords: *AI implementation, employee attitudes, level of trust.*

JEL Code: *M50, M53, M54.*

Paper type: *Original research article.*

1. Introduction

In a rapidly evolving world, Artificial Intelligence (AI) plays an increasingly important role in the workplace, transforming how tasks are performed and how interactions occur between people and technology. Artificial intelligence helps organizations increase operational efficiency, enables faster and more accurate decision-making, and supports the introduction of innovative products and services (Zirar *et al.,* 2023; Tyagi *et al.,* 2023).

The integration of AI into enterprises has become an inevitable element of adapting to modern trends and market needs. However, in addition to technical aspects, a key factor determining the success of AI implementation is employees' attitudes toward these changes and their level of trust in new technologies.

The aim of this study was to determine the level of employees' trust in AI-based solutions. In the context of the increasingly widespread use of AI in the workplace, it is essential to understand which factors shape employees' attitudes and how these attitudes may influence the effectiveness of AI implementation within organizations.

As technology advances rapidly, enterprises face challenges related to the effective use of AI and the management of organizational changes associated with it. Understanding employees' attitudes toward AI is crucial for planning and implementing new technological solutions (Velinov *et al.,* 2023).

The relevance of this research problem stems from the dynamic development of technology and the growing role of AI in professional life. While the implementation of AI can bring many benefits, it also requires consideration of human factors—employees' attitudes, concerns, readiness to adapt to new technologies, and changes in professional skills and daily tasks.

Examining these dimensions is essential for ensuring effective AI implementation and increasing acceptance of technological changes in the workplace.

2. Literature Review – Employees' Attitudes Toward the Use of AI in Enterprises

Research on employees' attitudes toward new technologies, including AI, provides valuable insights for managers and decision-makers. Artificial intelligence may be described as a set of technologies enabling computers and machines to perform cognitive functions typically associated with human intelligence (Haesevoets *et al.,* 2021).

The implementation of AI comes with both benefits and challenges. Understanding employee perspectives, managing change effectively, and providing sufficient support and training are essential for leveraging AI's potential while minimizing negative consequences for workers. Managers must be aware of both the technological and human aspects of AI adoption to successfully manage transformation processes and maximize technological benefits (Karski, 2023).

Existing studies highlight that adaptation to new technologies is a multidimensional process requiring engagement from both employees and management. Managers should pay particular attention to communication, training, and change management strategies to ensure the smooth and effective implementation of AI in their organizations.

Adaptation to AI is not a one-time action but a continuous process that requires ongoing monitoring and adjustment of strategies in response to changing conditions and organizational needs. AI development brings both challenges and opportunities. A key element of successful implementation is understanding and managing employees' attitudes.

Research on attitudes toward AI provides valuable guidance for managers seeking to maximize technological benefits while minimizing potential risks and resistance from employees (Brynjolfsson & McAfee, 2017). AI technologies lead to greater efficiency, faster and more accurate results, reduced error rates at the process level, and improved strategic outcomes at the organizational level (Davenport *et al.,* 2020; Paschen *et al.,* 2020).

Błaszczyński and Wodziński (2020) examine AI's impact on human work, offering insights for managers focusing on strategy and innovation. Their findings can be compared with Braganza, Brooks, Nepelski, Ali, and Moro (2021), who emphasize the competencies required for AI-based projects. Brynjolfsson and McAfee (2017) analyzed major digital trends, including AI development, and their influence on enterprises. These studies reveal both enthusiasm and concerns among employees related to automation and the replacement of human labor with machines.

AI development significantly affects workers across sectors. Through its ability to automate routine tasks, AI reshapes the nature of employees' daily responsibilities. According to Błaszczyński and Wodziński (2020), adopting AI can increase efficiency and productivity.

However, AI in enterprises is also linked to negative consequences, such as job displacement (Makarius et al., 2020). Although increased efficiency may enhance employee satisfaction by allowing them to focus on more creative and complex tasks, risks remain.

Domański (2020) discusses the use of AI in enterprise management, providing insights into strategies and tools applied in business practice. He emphasises that a key element of effective AI implementation is the appropriate preparation of a change-management strategy and the involvement of all stakeholders in the transformation process. Strategies for managing AI implementation must take into account various aspects, such as communication, training, and psychological support for employees.

Transparency and clear communication of the objectives and benefits associated with AI implementation may contribute to increasing acceptance of this technology among employees. Training initiatives should be tailored to the needs of different groups of employees in order to enable them to develop new skills and adapt to evolving job requirements.

Felten, Raj and Seamans (2019) analyse differences in the application of AI across various sectors and countries, which may be important for managers planning employee recruitment and training strategies. Their research shows that adaptation to AI may vary depending on sector-specific characteristics and organisational culture.

For example, the technology sector may be more open to the introduction of AI due to greater familiarity with emerging technologies and their potential benefits. In contrast, more traditional sectors such as manufacturing or agriculture may encounter stronger resistance from employees and require more intensive adaptation efforts.

Gerlich (2023) examines the perception and acceptance of AI, which is relevant for communication and employee engagement strategies. The findings indicate that employees' attitudes towards AI may differ depending on their experience, level of education, and previous interactions with technological solutions.

Managers must therefore take these differences into account when planning AI-related implementation activities in order to maximise employee acceptance and engagement. Employee adaptation to new technologies is a multidimensional process requiring organizational support. Kamiński (2019) and Książek (2020) underscore the significance of appropriate training and psychological reinforcement. Such training should include technical skills and soft skills like communication and change management.

Karski (2023) focuses on the benefits and risks associated with the implementation of AI, providing managers with insights into the factors that influence the successful adoption of this technology. Benefits such as increased efficiency and reduced operational costs must be balanced against risks including employee resistance, insufficient skills, and concerns related to data security.

Kowalski (2022) and Nowak (2021) examine selected aspects of the future of work in the context of AI development, which is particularly relevant for managers planning human resource management strategies.

Their studies indicate that AI may significantly transform the nature of work by introducing new roles and requirements. Employees will need to develop both technical and adaptive skills to meet emerging challenges.

Nowak and Ryszawy (2022) analyse employees' attitudes towards new technologies, providing insights into the acceptance of AI in the workplace. Their findings show that these attitudes may vary depending on a number of factors, including age, work experience, education level, and prior exposure to technology. Understanding these differences is crucial for the effective implementation of AI and for minimising resistance among employees.

A particularly important issue gaining increasing attention involves the legal and ethical implications of AI development. The implementation of AI must comply with applicable legal regulations and ethical standards to ensure the responsible and fair use of the technology. Managers must be aware of these aspects and incorporate them into their implementation strategies in order to avoid potential conflicts and legal challenges.

The publication by Lu and Weng (2019) presents the process of organisational adaptation to AI, emphasising the role of employee trust. Their study indicates that a key element of effective AI implementation is building trust and engagement among employees. Organisations that effectively communicate the benefits of AI and provide appropriate training are more likely to increase acceptance of this technology among their workforce.

Human–machine trust depends on the performance, process, and purpose of AI systems (Glikson and Woolley, 2020). Previous research shows that employees are capable of trusting AI systems and integrating them into team structures (Hoff and Bashir, 2015).

However, it is important to recognise that from the employees' perspective, a crucial factor is the anxiety associated with the implementation of Artificial Intelligence. AI anxiety can be defined as fear, worry, or unease experienced by individuals in response to artificial intelligence, its capabilities, and its potential implications (Li and Huang, 2020).

This anxiety is driven by the rapid pace of AI development and the need for continuous acquisition of new skills (Li and Huang, 2020). Nevertheless, anxiety may also exert a positive influence. Employees with higher levels of AI-related anxiety may demonstrate greater motivation and persistence in acquiring new professional competencies, which can contribute to positive outcomes in terms of skill development and adaptation to changing labour market demands (Wang and Wang, 2022).

3. Materials and Methods

The research sample consisted of employees from various enterprises operating in the Mazovian Voivodeship. Participation was voluntary, and data privacy was ensured. Data were collected using the CAWI (Computer-Assisted Web Interviewing) method.

The online questionnaire included sociodemographic questions and research items sourced from literature. The final sample consisted of 183 participants with an average age of 28.8 years. Women constituted the majority (54.2%), and 52.8% lived in cities with more than 500,000 residents. Regarding financial status, 55.8% assessed it as good, 24.6% as very good, 16.9% as satisfactory, and 2.7% as unsatisfactory.

Participants represented diverse job roles. The largest group (36%) worked in customer-facing positions, which may influence their perception of AI as a tool supporting client interactions. Other significant groups included employees responsible for process coordination (24%) and digital content creation (22%).

Additional roles included team management (12%), IT support (4%), and programming (2%), indicating a relatively small representation of employees directly involved in creating or implementing AI technologies.

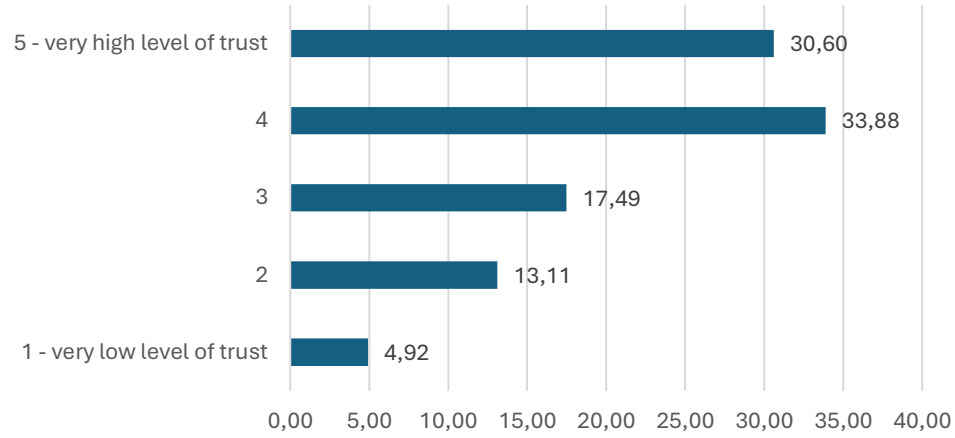
4. Research Results

Employees' trust in Artificial Intelligence, as well as in the enterprises that implement this technology, is a key factor determining the effectiveness of its adoption (Brynjolfsson and McAfee, 2017).

The study results indicate that trust in the enterprises where the respondents are employed is relatively high. Nearly 34% of participants rated their trust at level 4 (on a 1–5 scale), and more than 30% rated it at level 5, which reflects a very high level of trust.

Only 5% of respondents assessed their trust as very low (level 1), which may suggest that the majority of employees feel secure in their workplaces and have confidence in managerial decisions concerning the implementation of new technologies (Latusek-Jurczak, 2019).

Figure 1. *Trust in the enterprise among surveyed employees*



Source: *Own elaboration based on the conducted study.*

Trust in the reliability of AI-generated content was also relatively high. A total of 38% of respondents declared trust at level 4, and 26% at level 5, which indicates a strong conviction that AI technologies can be used reliably and effectively in both professional and private contexts (Kamiński, 2019).

Respondents who expressed high levels of trust likely recognise the benefits arising from process automation, content personalisation, and increased accuracy in data analysis offered by AI. They may also perceive AI as a tool that facilitates the optimisation of everyday tasks by reducing the time and effort required to complete them.

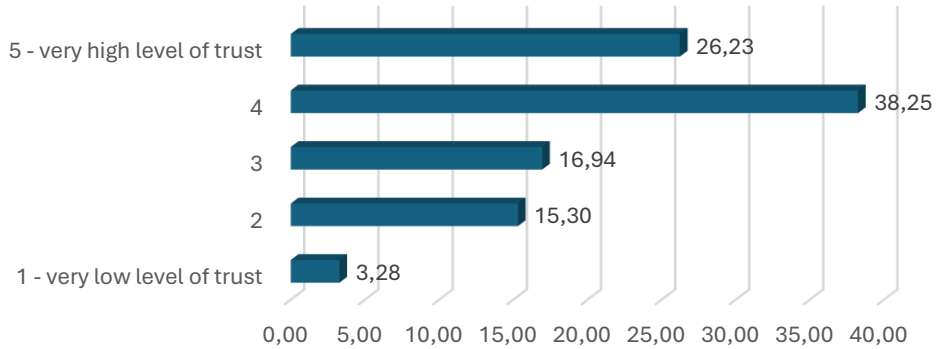
However, more than 15% of respondents expressed a low level of trust (level 2), which may indicate existing concerns regarding potential risks, such as errors in generated content, information manipulation, as well as issues related to the transparency of AI algorithms. Such concerns may be justified in light of increasingly frequent reports of cases in which AI has generated misleading outputs or results that users found difficult to verify.

Moreover, respondents may be troubled by ethical issues associated with the use of AI, such as the possibility of unintentionally influencing users' decisions or the lack of accountability for incorrect or incomplete information provided by these systems (Siau and Wang, 2018). These concerns may also stem from limited understanding of AI mechanisms and the inherent limitations that characterise any technological solution.

Additionally, respondents were asked about their general trust in AI in the context of their professional work. The findings show that 74% of respondents would strongly like their employers to devote more time and resources to AI-related education within

the organisation. This high level of interest in AI education may be interpreted as an expression of trust in the potential of this technology, as well as employees' willingness to better understand its capabilities and limitations (Felten, Raj, and Seamans, 2019). Respondents acknowledged that only by expanding their knowledge and understanding the mechanisms behind AI can they fully benefit from its potential in their everyday tasks.

Figure 2. *Trust in AI-generated content*



Source: *Own elaboration based on the conducted study.*

Furthermore, such education could help mitigate concerns related to insufficient familiarity with AI and its potential implications for the labour market and their own employment.

The strong interest in AI-related education also reflects a proactive attitude among employees, who are prepared to develop their competencies in light of advancing automation and digitalisation of business processes. Employees increasingly perceive AI not only as a tool that enhances work efficiency but also as a technology that requires continuous skills development to ensure effective use and to remain competitive in the labour market.

This attitude may also signal an understanding that, in the near future, the ability to work with AI will become essential, and a lack of adequate preparation may result in marginalisation in the workplace.

These findings indicate a substantial demand for AI-related education and training within the workplace, which should serve as a signal for employers to intensify efforts in this area. Employees expect not only theoretical introductions but also practical training enabling them to apply acquired knowledge in their daily responsibilities.

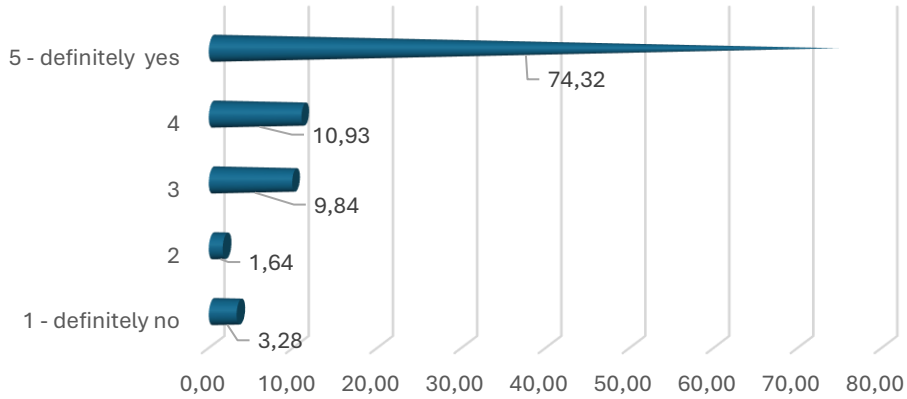
Systematic, well-structured training programmes could not only increase trust in AI but also contribute to more effective integration of the technology within enterprises, ultimately benefiting both employees and the organisation as a whole.

When employees observe their employers' commitment to developing AI-related competencies, they may feel more confident and better prepared for technological change, which may further strengthen their trust in AI and their readiness to adopt it in everyday professional practice (Brynjolfsson and McAfee, 2017). Only 3% of respondents expressed no interest in deepening their knowledge about AI.

Figure 4 presents the range of educational and developmental activities related to the use of AI in enterprises. Nearly 82% of respondents indicated that direct interaction with AI tools would encourage them to expand their knowledge in this area. This suggests that, despite the ambiguous perception of AI technologies, the participants demonstrated a readiness to engage with this topic.

An important aspect of enhancing employees' qualifications in the field of AI is access to examples of how this technology is implemented in other companies. For this reason, providing employees with a digitised "knowledge zone" containing AI-related case studies, articles, videos, and other learning materials can be regarded as a beneficial practice. Some organisations also adopted solutions based on MS Teams channels dedicated to an "AI knowledge zone," which enjoyed considerable interest among employees.

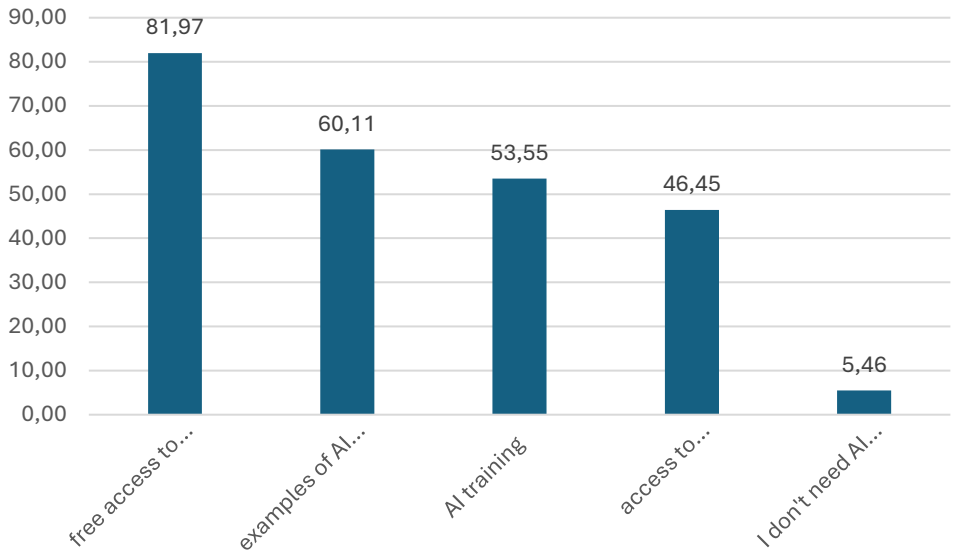
Figure 3. *Demand for AI-related knowledge within the enterprise*



Source: *Own elaboration based on the conducted study.*

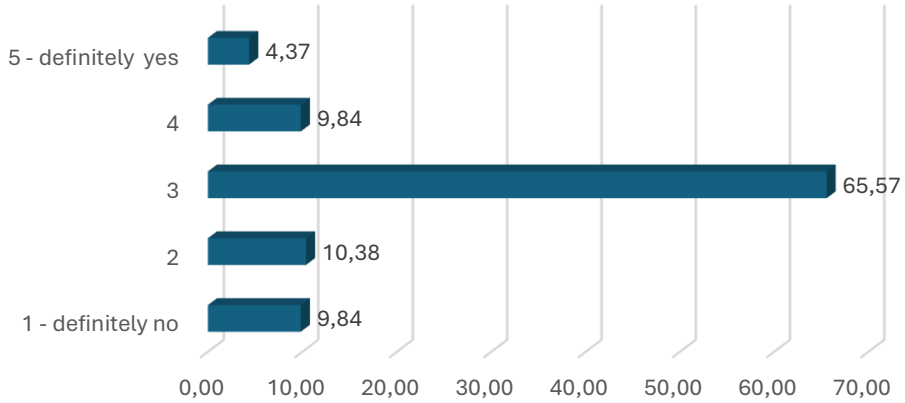
This was due not only to the availability of materials but also to the interactive nature of such platforms, enabling users to upload their own content, comments, and suggestions. Respondents also expressed their views on the risk of job loss in connection with the implementation of AI in the next five years. As many as 37.70% considered this risk to be very low (level 1), and 27.32% assessed it as low (level 2). Only 1.09% evaluated the threat as very high (level 5). These results suggest that although employees generally trust AI, they may still harbour concerns regarding the impact of this technology on their positions—although the risk is not perceived as immediate in the short term.

Figure 4. *Educational and training activities related to AI competencies*



Source: *Own elaboration based on the conducted study.*

Figure 5. *Need for reskilling among respondents*



Source: *Own elaboration based on the conducted study.*

The findings did not provide a definitive answer to whether AI is capable of completely displacing certain job positions from the labour market. The largest share of respondents, accounting for as much as 65.57%, selected the neutral, middle response, meaning that they were uncertain whether their position would be fully handled by AI tools within the next 15 years.

This result suggests that, despite the growing popularity of AI and the ongoing broad discussion about its potential impact on the labour market, most employees are unable to clearly assess the long-term consequences of AI development for their professions.

This may indicate that employees are aware of the rapid technological progress but simultaneously recognise the unpredictability of how exactly these changes will affect the labour market.

The dynamic development of AI, although impressive, also generates significant uncertainty and concerns, making it difficult even for individuals who are well acquainted with the technology to predict the future of their roles.

Employees may feel that although AI has tremendous potential, its impact on specific job roles depends on many variables, such as the pace of technological implementation within their industry, the organisation's flexibility in adapting to new realities, and the extent to which AI will be capable of replacing human input in enterprise processes.

5. Conclusions

The findings indicate that employees' level of trust in Artificial Intelligence varies and depends on several key factors, including prior technological experience, familiarity with AI, and the perceived competencies of AI in comparison to human workers. Employees who had previously interacted with AI—both in professional and private contexts—demonstrated a higher level of trust in these technologies and greater readiness to adopt them in their daily work.

Managers must be aware of both the technological and human dimensions of AI implementation in order to effectively manage the transformation process and maximise the benefits that this technology can offer. The results show that adaptation to new technologies is a multidimensional process requiring engagement from both employees and organisational leadership.

Managers should pay particular attention to communication, training, and change-management strategies to ensure the smooth and effective implementation of AI within their organisations. Adaptation to AI is not a one-time process but a continuous effort that requires regular monitoring and the adjustment of strategies in response to changing conditions and organisational needs.

The development of AI brings both challenges and opportunities. A key element of successful implementation is understanding and managing employees' attitudes. Research on attitudes towards AI provides valuable guidance for managers, enabling them to better plan and implement strategies that maximise the benefits of new technologies while simultaneously minimising potential risks and resistance among employees.

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