Re-thinking work in the age of AI: new trends for organizations, individuals, and society

The future of work relies on merging the technologies that open to knowledge, solutions and thinking, with humans and traits of people at work, dealing with new ways to integrate digital, technological and intelligent sides of work behaviours and job design to support human collaboration and job satisfaction [1, 2]. Today, with the advent of digital revolution and rising artificial intelligence (AI) systems, new challenges and trends are emerging for change and innovation within workplaces and organisations. AI influences on attitudes and behaviours of people who interact with technology at work and offers opportunities for re-thinking on new forms of working by shaping the organisation design, enhancing skills and competencies of people at work to improve performance and accountability within human-centred and intelligence-led organisations in seeking new ways to enhance human-AI interaction. AI helps reinvent the linkages by human resource management system, organisational performance and dynamic capabilities [3, 4, 5] and contribute to truly constituting a form of human enhancement, extending our minds, and so enabling cognitive-enhanced and intelligent people within workplaces [2], combining *artificial* and *human* to drive pathways for intelligence as a source for value and knowledge creation and management, advancing towards intelligent organisations, whereas performance expectancy and technical capabilities relate to AI acceptance, and embed AI within organisations [6].

Today, in the current digital transformation era, new working approaches contribute to reshaping several organisational arrangements [7]. Therefore, rethinking new forms of work organisation and design is continually evolving in response to technological, social and economic changes [8, 9] with regards to people and algorithms. AI is progressively becoming a "new normal" in manufacturing and service industries [10]. Therefore, novel uses of AI in future workplaces present significant concerns for researchers, practitioners, employers, and workers involved in different sectors [11]. As AI applications are integrated into the workplace, experts need to gain deeper insights into AI techniques and their impact on work environments and employees [12] and, ultimately, citizens and customers. To what extent decisions will be left to humans and from what level onwards algorithms will take decisions, and thus, the cooperation between workers and decision automation represents the great unknown now. Following this perspective, scholars must re-organise the work scenario considering the human-technology integration and relationships.

The 2018 Future of Jobs report by the World Economic Forum indicated that a majority of current workers, at least 54%, will need significant re-skilling and up-skilling [13]. The rise of autonomous intelligent systems in the workforce is causing various challenges which will result in increased inequalities and a growing disparity between labour returns and capital returns. Some experts argue that as automation becomes more widespread, self-employment will become commonplace, placing knowledge workers at the forefront of the emerging knowledge economy. These individuals utilize information to produce innovative results and play vital roles within organisations through their ability to transfer tacit knowledge while operating across boundaries. They possess valuable flexibility in organising outcome delivery targets within organisations and have autonomy to provide services without compromising proprietary knowledge [14].

Within business, be them profit, governmental, or non-profit, undoubtedly the technology that is causing and will cause the most significant impacts on the organisation of work, processes, workflows, and decision making is the use of automation using Digital Decisioning or Algorithmic Decision Making, artificial intelligence (AI) and specifically generative AI (GenAI). The first step concerns the automation of repetitive tasks through e.g., Robotic Process Automation (RPA), but the real challenge is related to the use of AI in the form of e.g., Machine Learning (ML) models and Large Language Models (LLMs) to digitalize and automate also intellectual work hitherto believed to be inherently human in nature.

A problem with modern AI, like neural networks and ML, is the no transparency. Lift the lid of the mechanism and you will discover – what really? The mechanism under the hood is opaque and probably impossible to analyse and understand even for the expert and certainly for the non-expert. If this is used for automated/algorithmic decision making (ADM) towards individuals as citizens, clients, and customers there will be a real problem of ethics and explainability [15] and EU thus requires that citizens and individuals are not subject to fully automated decisions by authorities, especially not without understandable explanations. The automation of decision making also shapes the way work is performed and the

discretion of the makers of operational decisions. Examples of this is the effect on street-level bureaucrats' enforcement in [16] where the perceived discretion decreased, but other effects were positive, and in [17] where the automation using RPA had positive effects on civil servants' discretion, but the long-term effects are still unknown.

To address the challenges and opportunities presented by AI in the workplace, a comprehensive approach that integrates principles and philosophies from traditional disciplines is necessary to extend the present boundaries of knowledge in AI and create new intellectual opportunities.

Track main topics

The aim of the track is to include topics related to, but not limited to:
- New organisational forms of work and Artificial Intelligence
- Ethics, Artificial Intelligence, and work organisation
- New skills, continuous learning, and Artificial Intelligence
- Digital Automation, Human and Artificial Intelligence for collaborative spaces
- Societal consequences of Digital Automation and Artificial Intelligence in decision-making
- Mapping the impact of AI: How AI influences people, teams, organisations, and the broader institutional domain.

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