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# AI Use Hiding, Work Withdrawal, and Organizational Citizenship Behavior in Workplace Dynamics: A Survey

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## Abstract

This survey explores the complex interplay between AI use hiding, work withdrawal, and organizational citizenship behavior (OCB) within modern workplace dynamics. It examines how employees interact with AI technologies, where some conceal their use of AI tools due to job security concerns, while others disengage from tasks or exhibit behaviors exceeding job expectations, collectively influencing organizational culture and relationships. The paper systematically investigates the causes and implications of AI use hiding, such as trust erosion and ethical dilemmas, and proposes strategies for management, emphasizing transparency and ethical AI integration. It also delves into work withdrawal, highlighting its connections to job satisfaction and the evolving role of AI in employee engagement. Furthermore, the survey discusses OCB's role in enhancing productivity and fostering a positive workplace culture, examining AI's potential to augment job satisfaction and meaningfulness. By assessing the interplay between these factors, the survey underscores the need for a socio-technical approach to AI integration, advocating for governance mechanisms and ethical frameworks to guide AI adoption. The findings call for ongoing research into AI's impact on workplace dynamics, emphasizing the importance of ethical AI practices and cultural inclusivity in fostering a balanced integration of AI into organizational environments.

## 1 Introduction

### 1.1 Relevance in Modern Organizational Settings

The integration of Artificial Intelligence (AI) within workplace environments has profoundly impacted organizational behavior, necessitating a comprehensive understanding of AI use hiding, work withdrawal, and organizational citizenship behavior (OCB) in shaping modern organizational dynamics. AI use hiding, where employees may obscure their use of AI tools, arises from concerns over job security and the perceived threat of automation, as highlighted by Pereira [1]. This concealment can erode transparency and trust within organizations, affecting both culture and morale [2].

Work withdrawal, manifesting as disengagement from work tasks, is exacerbated by AI's evolving role in the workplace. The dual capacity of AI to augment and automate human labor presents a paradox where productivity gains may coexist with declines in job satisfaction and meaningfulness, as noted by Ide [3]. This duality necessitates a reevaluation of AI's role in enhancing workplace dynamics and employee engagement [4].

Organizational citizenship behavior, defined by voluntary actions that enhance the organizational environment, is crucial for fostering a positive workplace culture. The influence of AI on OCB is multifaceted, with potential to both support and hinder such behaviors depending on the integration and perception of AI systems by employees, as discussed by Kelley [5]. The ethical challenges

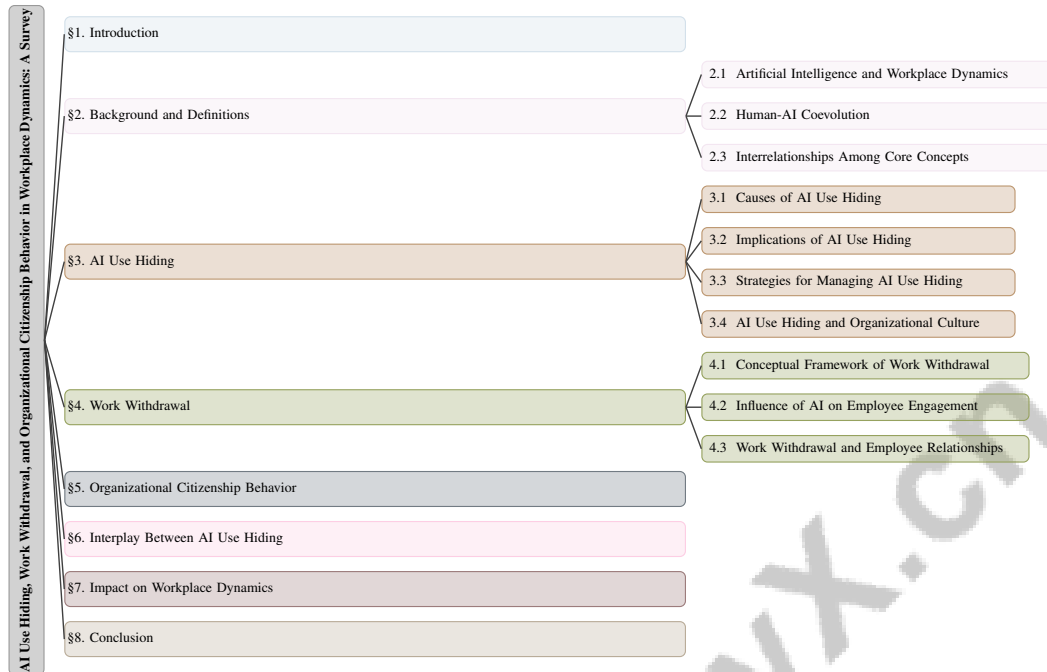


Figure 1: chapter structure

and social responsibilities posed by AI, as outlined by Tsoukis [6], are essential considerations in ensuring that AI contributes positively to organizational goals.

The relevance of these themes is underscored by the need for a sociotechnical approach to AI integration, emphasizing the interplay between technology, people, and organizational structures to optimize AI benefits while mitigating potential risks, as advocated by Straub [7]. This approach supports the development of governance mechanisms and technical standards crucial for guiding AI adoption in organizational settings. Ultimately, the interplay between AI use hiding, work withdrawal, and OCB reflects the complex dynamics of contemporary workplaces, necessitating ongoing research and adaptive strategies to navigate this evolving landscape [8].

## 1.2 Structure of the Survey

This survey is structured to systematically explore the intricate interplay between AI use hiding, work withdrawal, and organizational citizenship behavior within workplace dynamics. The paper begins with an introduction that sets the stage for understanding these critical themes in contemporary organizational settings. Following this, the background and definitions section provides foundational insights into artificial intelligence and its impact on workplace dynamics, alongside the coevolution of humans and AI in organizational contexts. This section also delves into the interrelationships among the core concepts of AI use hiding, work withdrawal, and organizational citizenship behavior.

The subsequent sections are dedicated to a detailed examination of each core concept. The section on AI use hiding investigates its causes, implications, and strategies for management, as well as its interaction with organizational culture. The exploration of work withdrawal includes a conceptual framework, the influence of AI on employee engagement, and its effects on employee relationships and workplace dynamics. The section on organizational citizenship behavior discusses its role in enhancing workplace dynamics and its relationship with productivity, alongside the role of AI in enhancing job satisfaction and meaningfulness.

The final analytical sections of the survey focus on the interplay between AI use hiding, work withdrawal, and organizational citizenship behavior, assessing their collective impact on workplace dynamics. This is followed by an examination of the broader implications on organizational dynamics, power structures, and culture. The conclusion encapsulates the key findings and proposes future research directions, emphasizing the importance of AI ethics education and recommendations for

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pedagogy in fostering a balanced integration of AI into organizational practices [9]. The following sections are organized as shown in Figure 1.

## **2 Background and Definitions**

### **2.1 Artificial Intelligence and Workplace Dynamics**

Artificial Intelligence (AI) is a transformative element in workplace dynamics, capable of performing tasks that require human-like intelligence, such as decision-making and problem-solving [10]. AI systems, particularly those with autonomous decision-making abilities, present significant implications for fairness, accountability, and ethics within organizations [11]. The integration of AI into workplaces enhances operational efficiencies and streamlines decision-making but also introduces challenges related to transparency and trust due to the opaque nature of AI systems [12, 11].

The design of AI interfaces is crucial for effective human-AI interactions, with Explainable Interfaces (EIs) being vital for user understanding and trust in AI systems [13]. Current AI systems' limitations in comprehending human mental states complicate their integration into workplace dynamics [14]. Ethical frameworks emphasizing autonomy, beneficence, justice, and accountability guide AI research and application in organizational contexts [15].

Generative AI technologies significantly influence workplace dynamics by altering social interactions and organizational structures, notably in public services [2]. The societal impact of AI, including its potential to disrupt power structures and redefine roles, necessitates a comprehensive understanding of its implications [16]. Emerging technologies like AI, Virtual Reality (VR), Augmented Reality (AR), and the Metaverse are transforming human resource management practices, shaping HR professionals' perceptions [5].

AI's role in workplace dynamics is multifaceted, requiring a balance between technological advancements and ethical considerations. This involves developing governance mechanisms and ethical frameworks to ensure AI integration promotes equitable outcomes and fosters a positive workplace environment [17].

### **2.2 Human-AI Coevolution**

The coevolution of humans and AI in organizational settings is a dynamic process of mutual adaptation, significantly shaping workplace dynamics and societal structures. This process requires a socio-technical perspective acknowledging the interdependencies between technological systems and human decision-makers [2]. Understanding and predicting human behaviors and intentions are central to effective human-AI collaboration [14].

AI interfaces, particularly Explainable AI (XAI), are pivotal in enhancing task performance and decision-making processes [11]. Incorporating emotional states into AI systems is proposed to drive exploratory behavior, linking cognitive psychology insights to more adaptive AI technologies [14].

Coevolution is exemplified by the continuous adaptation of humans and AI to enhance collective performance, as seen in hybrid intelligence systems. This adaptation is guided by a process-oriented view of innovation, where the suitability of AI varies across different activities [15]. The enaction-based approach to AI emphasizes interaction with environments, highlighting the need for AI to evolve in response to human inputs and contextual factors.

Understanding the complex interactions between technological innovations and human factors is essential for promoting efficiency, employee engagement, and ethical considerations, ensuring AI technologies align with societal values and organizational goals. Developing governance mechanisms and ethical frameworks is crucial for guiding AI integration, fostering a positive and productive workplace culture [2].

### **2.3 Interrelationships Among Core Concepts**

The relationships among AI usage, work withdrawal, and Organizational Citizenship Behavior (OCB) are crucial for understanding workplace dynamics as organizations integrate AI. OCBs, voluntary employee actions beyond formal job requirements, are influenced by organizational commitment and perceived job decency, affected by AI technologies. The interplay between organizational justice

and psychological empowerment enhances job satisfaction, underscoring the need for a supportive environment to foster positive employee behaviors amid AI’s evolving influence [17, 18, 12, 19, 20].

AI use hiding often stems from job security anxiety and perceived threats from AI-driven automation. This behavior can be exacerbated by biases within AI systems, undermining trust and transparency, leading to increased work withdrawal as employees feel alienated or undervalued [13]. Work withdrawal, marked by disengagement from tasks, is linked to AI use hiding, where lack of transparency and perceived fairness in AI systems alienate employees, reducing their willingness to engage in OCB [17].

Trust and reliance on AI systems are crucial for fostering positive employee behaviors, with AI tools’ transparency and usability playing significant roles in oversight and decision-making processes [13]. Unaddressed biases in AI can exacerbate fairness and equity issues, influencing work withdrawal and OCB by creating mistrust and perceived injustice [12].

Cultural incongruencies between AI systems and diverse ecosystems can lead to misunderstandings, affecting employee engagement and organizational dynamics. Understanding these interrelationships is crucial for navigating AI integration, emphasizing algorithmic assessments of beneficial human decision-making input. The adaptation of AI systems and human workers highlights hybrid intelligence’s importance, where human involvement is pivotal for optimal AI performance and positive workplace behaviors [17].

Addressing the interplay between AI use hiding, work withdrawal, and OCB is critical for fostering a productive and equitable work environment. This requires a comprehensive approach considering socio-technical aspects of AI integration and its impact on employee behavior and organizational culture [12].

### 3 AI Use Hiding

Category	Feature	Method
Strategies for Managing AI Use Hiding	User-Centric Transparency	UCEAI[21]
AI Use Hiding and Organizational Culture	Cultural Dynamics	DRAF[12]

Table 1: This table summarizes key strategies and methodologies for managing AI use hiding within organizational contexts. It highlights the importance of user-centric transparency and cultural dynamics in addressing the challenges associated with AI integration, referencing specific frameworks such as UCEAI and DRAF.

AI use hiding in organizations is a complex issue influenced by various cognitive, ethical, and cultural factors. Understanding these causes is essential for fostering transparency and trust in AI technologies. The following subsection explores these dimensions, which shape employee behaviors and attitudes towards AI integration. As illustrated in Figure 2, the hierarchical structure of factors influencing AI use hiding encompasses its implications on workplace dynamics, strategies for managing these challenges, and the interaction with organizational culture. This figure categorizes key causes, implications, and strategies into cognitive, ethical, cultural, technical, and organizational dimensions, emphasizing the need for transparency, trust, and ethical practices in AI integration. Table 2 presents a detailed comparison of the various causes, implications, and strategies associated with AI use hiding, emphasizing the critical role of transparency and cultural considerations in organizational contexts. Additionally, Table 1 presents a concise summary of the strategies and methods employed to manage AI use hiding, emphasizing the role of transparency and cultural considerations in organizational settings.

#### 3.1 Causes of AI Use Hiding

AI use hiding emerges from the interplay of AI capabilities, cognitive load challenges, and the potential reduction in team engagement when integrating Generative AI (GenAI) [15]. Employees may conceal AI tool usage due to unclear influences on reliance and inconsistent measurement approaches, leading to uncertainty and mistrust [2]. AI’s limitations in learning and adaptation further restrict its effectiveness in dynamic environments [14].

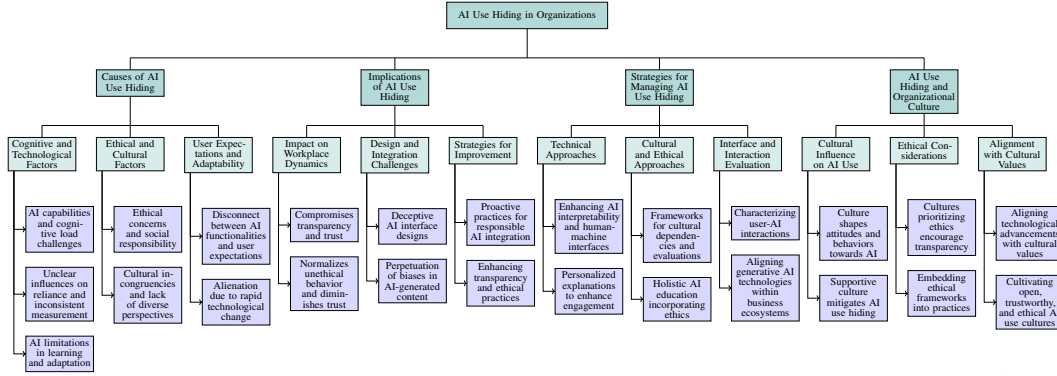


Figure 2: This figure illustrates the hierarchical structure of factors influencing AI use hiding in organizations, its implications on workplace dynamics, strategies for managing these challenges, and the interaction with organizational culture. The figure categorizes key causes, implications, and strategies into cognitive, ethical, cultural, technical, and organizational dimensions, emphasizing the need for transparency, trust, and ethical practices in AI integration.

A disconnect between AI functionalities and user expectations, often based on folk-psychological theories, contributes to AI use hiding. Skepticism arises when AI systems fail to meet intuitive expectations, prompting concealment of reliance on these tools [22]. The rapid evolution of AI technologies can alienate employees, especially when overwhelmed by technological change and AI’s limited adaptability [23].

Ethical concerns and the perceived social responsibility of algorithms also drive AI use hiding. Employees may avoid AI tools to circumvent ethical dilemmas or biases, particularly when transparency and fairness are in question [6]. Cultural incongruencies due to insufficient integration of diverse perspectives in AI development can lead employees to hide AI usage to avoid misalignment [7].

Misalignment between user preferences and AI capabilities can lead to concealment behaviors, as employees hide reliance on AI to maintain control over work processes, especially when methodologies fail to adapt to environmental changes [12].

As illustrated in Figure 3, the primary causes of AI use hiding can be categorized into three main areas: AI capabilities, user expectations, and ethical concerns. This figure highlights the interplay between cognitive load, limitations in AI learning, skepticism due to unmet expectations, rapid technological evolution, social responsibility, and cultural incongruencies. Addressing these challenges requires enhancing transparency, cultural inclusivity, and ethical AI integration to mitigate AI use hiding.

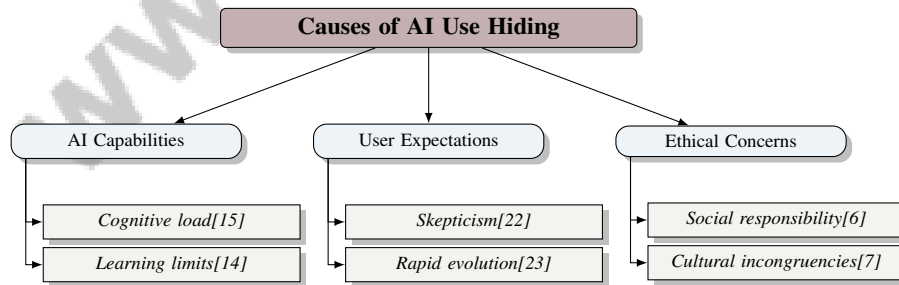


Figure 3: This figure illustrates the primary causes of AI use hiding, categorized into AI capabilities, user expectations, and ethical concerns. It highlights the interplay between cognitive load, limitations in AI learning, skepticism due to unmet expectations, rapid technological evolution, social responsibility, and cultural incongruencies.

### 3.2 Implications of AI Use Hiding

AI use hiding impacts employee behavior and workplace dynamics by compromising transparency and trust. Concealment of AI tool usage can normalize unethical behavior and hinder organiza-

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tional citizenship behavior, diminishing trust in AI systems [24, 25]. The opacity of AI systems, particularly those using complex neural networks, exacerbates trust issues, fostering skepticism and disengagement [21].

AI interface design is crucial, as deceptive designs can manipulate user behavior and perceptions, complicating AI integration [26]. Concealment can perpetuate biases in AI-generated content, affecting user ownership and decision-making [1]. AI's introduction alters work organization, influencing behavior as the labor market adapts [3].

Organizations must transition to proactive practices for responsible AI integration, ensuring user-centered explainability and usability. Integrating AI with VR, AR, and Metaverse advancements can enhance efficiency and satisfaction when implemented responsibly [8]. Environmental evolution in AI design can improve adaptability and resource distribution, fostering a dynamic workplace [23, 12].

The feedback loop between human and AI interactions affects workplace dynamics, requiring structured studies of user behavior. While users generally trust AI suggestions, transparency levels do not significantly impact trust, especially in challenging tasks [13]. Addressing AI use hiding implications requires prioritizing transparency, engagement, and ethical practices to foster an inclusive workplace.

### **3.3 Strategies for Managing AI Use Hiding**

Managing AI use hiding requires addressing technical and cultural dimensions of AI integration. Enhancing AI interpretability, such as AutoML, is crucial for fostering transparency and trust [27]. Developing robust human-machine interfaces can facilitate communication, reducing the inclination to hide AI use [10]. Personalized explanations tailored to users' actions can enhance engagement and transparency [21].

Cultural considerations are vital in managing AI use hiding. Frameworks categorizing AI systems based on cultural dependencies can help conduct evaluations, aligning AI with diverse cultural contexts and reducing incongruencies [28]. A holistic AI education approach incorporating ethics fosters responsibility and transparency, encouraging open engagement with AI [9].

Rigorous AI interface evaluation is crucial for mitigating AI use hiding. Characterizing interactions between users and AI systems can identify design flaws contributing to concealment [26]. Models like E-GenAI align generative AI technologies within business ecosystems, promoting socio-technical integration [29]. This alignment enhances AI functionality and supports worker protection by mitigating AI-mediated risks [30].

Implementing these strategies fosters transparency and trust, enhancing employee engagement and organizational performance. Leveraging synthetic data and AI-guided tools can optimize workflows and encourage collaboration, leading to a productive workplace ecosystem [16, 12, 19, 13].

### **3.4 AI Use Hiding and Organizational Culture**

AI use hiding interacts with organizational culture, influencing and being influenced by workplace norms, values, and practices. Culture shapes attitudes towards AI and behaviors, including AI use concealment. In environments lacking transparency, employees may hide AI reliance, fearing judgment or repercussions [1].

A supportive culture encouraging experimentation and learning can mitigate AI use hiding by fostering psychological safety, allowing open AI engagement and experience sharing [7, 2]. Conversely, rigid hierarchies may promote AI use hiding as employees conceal interactions to maintain autonomy or avoid scrutiny [12]. Lack of trust and fairness exacerbates concealment, disconnecting intended AI benefits from outcomes [13].

Culture influences ethical considerations in AI use. Cultures prioritizing ethics and social responsibility encourage transparency, reducing AI use hiding [6]. Embedding ethical frameworks into practices empowers responsible AI tool use [9].

The interplay between AI use hiding and culture necessitates aligning technological advancements with cultural values and ethics. Organizations must cultivate open, trustworthy, and ethical AI use cultures, minimizing concealment and enhancing workplace dynamics [12].

Feature	Causes of AI Use Hiding	Implications of AI Use Hiding	Strategies for Managing AI Use Hiding
<b>Cause Category</b>	Cognitive, Ethical, Cultural	Behavioral, Organizational	Technical, Cultural
<b>Implication Focus</b>	Transparency, Trust	Trust, Engagement	Engagement, Transparency
<b>Management Strategy</b>	Enhance Transparency	Proactive Practices	AI Interpretability

Table 2: The table provides a comprehensive comparison of the causes, implications, and management strategies related to AI use hiding within organizations. It categorizes these aspects into cognitive, ethical, cultural, technical, and organizational dimensions, highlighting the importance of transparency, trust, and ethical practices in AI integration. The table underscores the need for proactive strategies to manage AI use hiding effectively.

## 4 Work Withdrawal

The integration of Artificial Intelligence (AI) technologies in organizations necessitates an examination of their effects on employee engagement and work-related behaviors. Analyzing work withdrawal within this framework offers insights into factors affecting employee satisfaction and workplace interactions. The following subsections explore the conceptual framework of work withdrawal, emphasizing the relationship between AI integration and employee engagement, setting the groundwork for a detailed analysis of these dynamics.

### 4.1 Conceptual Framework of Work Withdrawal

Work withdrawal, defined as an employee’s disengagement from work tasks, is closely linked to AI’s evolving role in organizations. This disengagement is often viewed through job satisfaction, influenced by job decency and meaningfulness, which AI integration can significantly alter, impacting engagement and potentially leading to withdrawal [19]. The broader economic and labor market shifts driven by AI, such as automation-induced economic downturns, further influence work withdrawal by reshaping job roles and expectations, thereby affecting employee satisfaction and engagement [31, 3].

Integrating human insights into AI systems enhances adaptability and interpretability, potentially reducing work withdrawal by fostering employee ownership and involvement [32]. However, challenges in integrating human feedback, notably in high-stakes applications like AutoML, can contribute to work withdrawal if not effectively managed [27]. Ethical considerations, particularly AI-generated advice influencing dishonest behavior, complicate work withdrawal dynamics, highlighting the need for ethical frameworks to guide AI interactions and mitigate negative impacts on engagement and workplace dynamics [24]. Current research often overlooks AI’s long-term effects on workforce dynamics and well-being, indicating a critical area for future study [8].

### 4.2 Influence of AI on Employee Engagement

AI technologies profoundly affect employee engagement, influencing productivity and work withdrawal. Generative AI (GenAI) reduces bureaucratic workloads and enhances productivity, particularly in public sectors, by streamlining processes and improving data synthesis, allowing employees to focus on meaningful tasks and potentially increasing satisfaction and engagement [15]. The emergence of roles like ‘prompt engineering’ underscores the evolving nature of human-AI interactions, offering skill development and career advancement opportunities, thus enhancing engagement [4].

AI technologies, particularly in visual inspection, improve task accuracy and efficiency, reducing work withdrawal likelihood [10]. However, overreliance on AI, especially in complex tasks, can decrease accuracy and reduce employee agency and decision-making capabilities [13]. Eckhardt’s survey emphasizes AI’s critical role in shaping engagement, urging organizations to balance AI integration with human factors to prevent disengagement and work withdrawal [2]. This balance ensures AI empowers rather than alienates employees.

### 4.3 Work Withdrawal and Employee Relationships

Work withdrawal, characterized by disengagement from tasks, significantly affects employee relationships and workplace dynamics. AI integration introduces complexities, altering traditional communication and decision-making processes, impacting perceptions of roles and relationships [12]. Disengagement can disrupt team cohesion, as withdrawn employees contribute less to collaboration,

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reducing team project effectiveness. AI systems automating tasks can lead to feelings of redundancy and alienation, undermining trust and communication within teams [3].

AI reliance can shift team power dynamics, with those adept at AI tools gaining influence, creating disparities in perceived competence and value, potentially leading to conflict and reduced collaboration [13]. Ethical concerns, particularly regarding AI transparency and fairness, shape employee relationships. Perceived biases or opaqueness in AI systems can erode trust in technology and organizational leadership [6], fostering skepticism and disengagement.

To mitigate work withdrawal's adverse effects on relationships and dynamics, organizations must promote inclusivity, valuing human contributions alongside AI capabilities. This involves ensuring AI transparency, equitable tool access, and supporting skill development for effective AI engagement [2]. Addressing these challenges enhances engagement, strengthens team cohesion, and fosters a dynamic, collaborative workplace environment.

## **5 Organizational Citizenship Behavior**

Organizational Citizenship Behavior (OCB) is a key framework for understanding employee engagement and its impact on organizational productivity. Employees who voluntarily engage in behaviors beyond their formal job roles significantly enhance organizational effectiveness and efficiency. This section examines the relationship between OCB and productivity, emphasizing how these behaviors not only improve operational performance but also foster a collaborative workplace culture. By exploring the dimensions of OCB, we gain insights into its role in driving organizational success and the factors influencing its manifestation among employees.

### **5.1 Organizational Citizenship Behavior and Productivity**

Organizational Citizenship Behaviors (OCBs) are voluntary actions by employees that exceed formal job requirements, contributing substantially to organizational efficiency and productivity [20]. These include helping colleagues, being adaptable to work demands, and showing initiative, which collectively enhance organizational performance. OCBs create a positive work environment by fostering cooperation and collaboration, thereby facilitating smoother operations and boosting productivity.

The link between OCBs and productivity is complex, involving both direct and indirect effects on organizational outcomes. Directly, OCBs improve productivity by reducing supervision needs and enabling efficient resource allocation. Employees engaging in OCBs take on additional responsibilities, easing colleagues' workloads and promoting equitable task distribution, which enhances operational efficiency and supports a positive work environment, ultimately benefiting job satisfaction and organizational performance [17, 20]. Indirectly, OCBs contribute to a positive organizational culture, enhancing employee morale and motivation, which further drives productivity.

OCBs are also tied to organizational commitment, with employees exhibiting high citizenship behavior often more committed to organizational goals and values. This commitment reduces turnover rates and enhances job satisfaction, both critical for a productive workforce. Research highlights the link between organizational commitment and OCBs, where voluntary actions benefit the organization and foster a positive work environment. The integration of AI is seen as complementing human roles, potentially increasing job satisfaction by creating meaningful work experiences. Factors like organizational justice and psychological empowerment are crucial in influencing job satisfaction, underscoring the importance of a fair and empowering culture in retaining talent and promoting well-being [17, 18, 19, 16, 20]. OCBs signal a supportive and inclusive environment, attracting and retaining top talent, thereby enhancing productivity.

### **5.2 Role of AI in Enhancing Job Satisfaction and Meaningfulness**

AI integration in organizations holds significant potential for boosting job satisfaction and meaningfulness, thereby positively influencing OCB. AI technologies, when designed to complement human roles, can enhance job satisfaction by augmenting human capabilities and increasing economic value [2]. This augmentation allows employees to engage in more meaningful and engaging tasks, fostering job satisfaction and a sense of purpose.



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AI systems that incorporate emotional drives lead to more autonomous and adaptable systems, enhancing job satisfaction and meaningfulness [14]. By improving user experiences and trust in decision-making, AI technologies can boost job satisfaction, particularly in roles requiring clarity and understanding of AI-mediated tasks [2]. This is evident in sectors like manufacturing, where explainable AI systems provide transparency and facilitate user engagement.

AI's role in enhancing job satisfaction is also highlighted by its ability to improve work output quality and diversity, as seen in writing tasks, leading to greater job satisfaction and meaningfulness [2]. Facilitating user interactions with AI can counteract homogenization effects, promoting a diverse and satisfying work experience that supports OCB.

Effective AI integration requires a strategic approach aligned with organizational objectives and ethical standards, crucial for enhancing algorithmic accountability and fostering a collaborative environment where human-AI collaboration thrives, leading to increased job satisfaction and meaningfulness [33, 19]. By promoting a positive organizational climate and encouraging OCB, AI can significantly enhance job satisfaction and meaningfulness, contributing to improved organizational outcomes.

## **6 Interplay Between AI Use Hiding, Work Withdrawal, and Organizational Citizenship Behavior**

Examining the dynamics of AI use hiding, work withdrawal, and organizational citizenship behavior (OCB) reveals a complex interplay shaped by individual and organizational factors. This section explores how these elements interact, affecting employee engagement and organizational effectiveness.

### **6.1 Interplay of AI Use Hiding, Work Withdrawal, and OCB**

The interaction between AI use hiding, work withdrawal, and OCB is pivotal in shaping workplace dynamics and outcomes. AI use hiding, often a response to the complexity and opacity of AI systems, can diminish trust and engagement, leading to increased work withdrawal as employees feel disconnected and less motivated to engage in organizational activities [22]. User preferences for AI tool engagement can influence the balance between AI use hiding and proactive organizational participation [1].

Integrating AI technologies, such as machine learning in decision-making, requires attention to user trust and engagement. Employees who trust and understand AI systems are more likely to engage positively with their work and demonstrate OCB, fostering a dynamic and cooperative workplace [12]. Such engagement encourages employees to exceed formal job responsibilities.

Organizational culture is crucial in AI adoption and OCB promotion. A culture that embraces innovation and values human-AI collaboration can alleviate the negative impacts of AI use hiding and work withdrawal, fostering a more inclusive and engaged workforce [15]. However, managing risks like homogenized outputs and societal biases from generative AI is essential to prevent issues such as polarization and inequality.

Ethical considerations are integral to this interplay, influencing workplace dynamics. The ethical use of AI can either enhance a positive organizational culture or contribute to unethical behaviors, depending on perceptions of AI-generated advice [13]. Addressing these ethical concerns is vital for fostering an environment conducive to OCB and reducing work withdrawal.

## **7 Impact on Workplace Dynamics**

The profound implications of artificial intelligence (AI) on workplace dynamics necessitate a nuanced exploration of its multifaceted effects. AI integration reshapes operational efficiencies, organizational culture, and employee relationships, requiring a detailed examination of its influence on organizational structure and interactions. The subsequent subsection delves into AI's impact on organizational dynamics, illustrating how these technologies redefine workplace interactions and cultural norms.

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## 7.1 Impact on Organizational Dynamics

AI's integration in organizational settings significantly influences workplace dynamics by affecting organizational culture, employee relationships, and productivity. AI use hiding and work withdrawal, alongside organizational citizenship behavior (OCB), impact trust and acceptance of AI systems, altering employee relationships and productivity [10]. Cultural incongruencies between AI technologies and their deployment environments pose challenges, potentially hindering AI adoption and affecting employee engagement [13]. While automation initially boosts productivity, it may paradoxically reduce total output if not managed effectively, underscoring the need to understand these dynamics to shape organizational culture and relationships.

A socio-technical approach enhances business intelligence and decision-making by integrating social and technological elements, aligning systems like SCM, ERP, and CRM with generative AI. This fosters improved organizational dynamics by emphasizing the interplay between human roles and AI capabilities, leading to higher job satisfaction and meaningful work experiences [29, 19]. However, implementation challenges persist due to a lack of actionable guidance, highlighting the necessity for regulatory frameworks to ensure AI transparency and foster trust in employee relationships.

Harmful AI interface designs can negatively affect organizational culture and employee relationships by shaping user perceptions and interactions. Anthropomorphic, deceptive, and immersive features can create feedback loops exacerbating negative outcomes, impacting job satisfaction and work meaningfulness. Organizations must address the social and ethical implications of AI interfaces to maintain a positive workplace environment [19, 16, 26]. Understanding the human-AI feedback loop is crucial for enhancing organizational dynamics, with public sentiment towards AI influencing organizational culture and relationships by fostering cautious optimism and ethical consideration.

## 7.2 AI Systems and Organizational Power Dynamics

AI systems significantly reshape organizational power dynamics by altering traditional hierarchies and decision-making processes. By augmenting human capabilities and automating tasks, AI redistributes power towards individuals skilled in leveraging these technologies [12]. This shift redefines roles, granting more influence to those proficient in AI.

AI democratizes access to information and decision-making tools, empowering a broader employee base to engage in strategic discussions and flattening hierarchies [13]. However, equitable AI tool distribution and training are essential to ensure inclusive participation in organizational goals. Conversely, AI's complexity can concentrate power among specialized groups, potentially exacerbating power imbalances and reducing accountability [11]. Ethical management of these dynamics is vital to prevent AI misuse and ensure alignment with ethical standards.

AI also influences power by altering work nature and relationships. Automation frees employees for strategic tasks, enhancing influence but potentially causing power struggles and resistance from those fearing job displacement [15].

## 7.3 Shaping Organizational Culture with AI

AI technologies are pivotal in shaping organizational culture by influencing employee interactions, collaboration, and role perceptions. AI fosters a cultural shift towards innovation and adaptability, enhancing decision-making and operational efficiencies [12]. AI promotes a data-driven management approach, aligning decisions with strategic objectives and cultural values.

AI's multifaceted impact on culture encourages continuous learning and development, motivating employees to upskill and adapt to evolving tools and processes [2]. This fosters innovation and agility, crucial for competitiveness in dynamic markets.

AI enhances transparency and accountability, shaping a culture valuing ethical standards and social responsibility. By providing explainable insights, AI builds trust among employees and stakeholders [11]. This transparency is essential for fostering openness and integrity, ensuring confidence in the organization's ethical commitment.

However, AI integration presents challenges, requiring careful deployment and monitoring to prevent biases and uphold organizational values [13]. Robust governance frameworks are necessary to oversee AI implementation, addressing ethical concerns and reinforcing a culture of fairness and inclusion.

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## 8 Conclusion

### 8.1 Future Research Directions

The swift advancement of artificial intelligence (AI) in organizational contexts demands continuous investigation to tackle new challenges and seize emerging opportunities. Future research should focus on establishing robust standards and practices to manage AI bias, integrating both technical and socio-technical perspectives to deepen the understanding of AI use hiding, work withdrawal, and organizational citizenship behavior. This comprehensive approach is vital for ensuring that AI systems are deployed in ways that uphold fairness and equity across varied workplace settings.

Expanding existing frameworks to encompass other technological systems is essential, with an emphasis on effective risk mitigation strategies and understanding the broader implications of AI-driven environments. Researchers should also strive to incorporate real-world complexities, such as imperfect competition and diverse agent behaviors, to gain a more nuanced comprehension of AI's influence on workplace dynamics.

Interdisciplinary collaboration is crucial for developing culturally aware AI systems, with a focus on enhancing evaluation metrics to account for multicultural considerations. This will ensure that AI technologies are not only technically sound but also socially and culturally aligned with the communities they serve.

In the domain of AutoML, research should prioritize optimal bias mitigation techniques and explore the impact of increased machine learning autonomy on workplace dynamics. Balancing machine autonomy with human oversight will be key to maximizing AI benefits while minimizing associated risks.

The exploration of responsive advising in practical contexts offers a valuable opportunity to refine advising policies and evaluate their effectiveness in improving decision-making processes. This research will aid in the development of AI systems that are adaptable and responsive to human needs, fostering a more collaborative and productive work environment.

Future efforts should also aim at formulating policies that promote the development of AI technologies that complement human labor, alongside training and education initiatives to prepare the workforce for these transitions. Addressing these research priorities will enable organizations to better navigate the complexities of AI integration, ultimately enhancing workplace dynamics and achieving sustainable growth in the digital era.

Additionally, examining the interplay between media narratives and public sentiment towards AI is crucial, as it influences organizational policy and practice. Integrating active learning with explainable AI and developing adaptable inspection systems could significantly impact organizational practices. Applying explainable AI across various domains to validate and extend findings related to human-AI collaboration is another promising research avenue. Investigating the robustness of machine learning algorithms in diverse organizational settings will deepen the understanding of AI's role in advancing employee behavior analysis. Moreover, developing frameworks for effective human-AI collaboration, exploring multimodal GenAI applications, and assessing the ethical implications of AI in creative processes will provide valuable insights into the future of AI-enhanced workplaces. Finally, examining the multidimensional nature of AI reliance and its implications for organizational policy and practice will be crucial for understanding AI's role in shaping future workplace dynamics.

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