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HUMAN–AI COLLABORATION AND ITS IMPACT ON EMPLOYEE PERFORMANCE – A NARRATIVE LITERATURE REVIEW

Nagaraj Bhat[1], Shailashri V. T.[2]
[1]*Research Scholar, College of Management and Commerce, Srinivas University, Mangaluru, India*
[2]*Research Professor, College of Management and Commerce, Srinivas University, Mangaluru, India*

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ABSTRACT

Purpose: *Artificial intelligence (AI) is becoming part of everyday work in many organisations. Employees use AI tools to analyse information, respond to customers, check documents, identify patterns and support decisions. In many situations, AI does not work independently; employees and AI systems work together, a relationship known as human–AI collaboration. This paper reviews selected literature on how human–AI collaboration may influence employee performance, and identifies the factors that may explain why employees benefit from AI in some situations but not in others.*

Methodology: *A narrative review of selected conceptual articles, literature reviews and empirical studies on AI use, human–AI interaction, employee attitudes, trust, job design and work performance was carried out. The studies are organised by theme so that their main contributions can be compared.*

Findings/Result: *The reviewed studies indicate that AI can support work speed, productivity, accuracy and decision-making, particularly when tasks are suitable for AI assistance. However, the benefits are not automatic. Outcomes may depend on task complexity, employee skills, trust in AI, training, job design and the level of human control. The literature also identifies concerns such as job insecurity, over-reliance on AI, reduced motivation and the need to check AI-generated outputs.*

Originality/Value: *The paper highlights the need for further research on how trust in AI and job satisfaction may explain the relationship between human–AI collaboration and employee performance, and how job autonomy may influence this relationship. It offers directions for future research and practical suggestions for organisations.*

Paper Type: *Narrative Review Paper.*

KEYWORDS: *Human–AI Collaboration, Employee Performance, Artificial Intelligence, Trust in AI, Job satisfaction, Job autonomy, Workplace technology.*

1. INTRODUCTION

Artificial intelligence (AI) is changing the way work is organised and completed. Organisations use AI-based tools in areas such as customer service, banking, healthcare, manufacturing, administration and information technology. These tools can process large amounts of information, identify patterns, prepare drafts, support quality checks and provide recommendations. As a result, employees increasingly interact with AI systems while carrying out their regular duties.

Human–AI collaboration refers to a working arrangement in which employees and AI systems contribute to a task. AI may perform data-intensive or repetitive activities, while employees provide context, professional judgement, communication, creativity and responsibility for final decisions. The exact division of work depends on the task and the way the technology is designed and introduced [8], [12].

The use of AI does not always mean that a complete job is automated. In many cases, technology changes the tasks within a job. Autor [1] explains the importance of examining how technology affects individual tasks rather than assuming that it replaces entire occupations. This task-based view is useful for understanding how employees can work with AI and how their roles may change.

Research has reported positive performance outcomes in some settings. For example, Brynjolfsson, Li and Raymond [3] examined the use of a generative AI assistant by customer-support agents and reported productivity gains, with larger benefits for less-experienced workers. However, research on knowledge work also shows that AI performance can vary according to the task. Dell'Acqua et al. [6] describe a 'jagged technological frontier': AI can help with some tasks but may reduce performance on tasks that fall outside its capabilities.

These findings suggest that the relationship between human–AI collaboration and employee performance is not simple. AI may improve speed and support decision-making, but employees may also experience stress, uncertainty, skill demands or concerns about job security. Therefore, it is important to understand both the benefits and the challenges of working with AI.

The purpose of this paper is to review selected literature on human–AI collaboration and employee performance, identify important themes and research gaps, and suggest directions for future research. Particular attention is given to trust in AI, job satisfaction and job autonomy because these factors may help explain why employees benefit from AI in some situations but not in others.

2. OBJECTIVES OF THE STUDY

The objectives of the study are listed below.

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1) To explore the concept of human–AI collaboration in the workplace.
2) To review the evidence on the relationship between human–AI collaboration and employee performance.
3) To identify the potential benefits and challenges of human–AI collaboration.
4) To examine the role of trust in AI, job satisfaction, job autonomy and other factors that may influence this relationship.
5) To identify research gaps and suggest directions for future research and practical implications.

3. RESEARCH METHODOLOGY

This paper presents a narrative review of selected academic studies and research publications. The reviewed material includes conceptual articles, literature reviews and empirical studies on AI use, human–AI interaction, employee attitudes, trust, job design and work performance. The studies are organised by theme so that their main contributions can be compared.

This is a narrative review and should not be described as a systematic review or meta-analysis. A complete database search strategy, search dates, inclusion and exclusion criteria and a formal screening process were not applied. Future versions intended for journals that require a systematic method should report these details clearly.

4. LITERATURE REVIEW

4.1 Understanding Human–AI Collaboration

Human–AI collaboration occurs when people and AI systems work together and contribute different strengths to a task. AI systems can process information quickly, detect patterns and generate suggestions. Employees can interpret the situation, understand the needs of customers or colleagues, consider ethical issues and take responsibility for decisions.

It is useful to distinguish collaboration from automation. In full automation, a system completes a task with little or no direct human involvement. In AI-supported work, the system provides information or recommendations that an employee may accept, reject or modify. In collaborative work, the employee and the AI system interact during the task, and the employee remains involved in important decisions.

The value of collaboration depends on whether the AI tool is suitable for the task and whether employees understand how to use it. Organisations should therefore consider the task, the technology and the people who will use it. Makarius et al. [10] present AI integration as a socio-technical challenge, meaning that technical systems and the human work environment should be considered together.

4.2 Theoretical Foundations

4.2.1 Socio-Technical Systems Perspective

The socio-technical perspective explains that organisational performance depends on the relationship between people, technology and work processes. Introducing AI is not only a technical decision. Organisations also need to consider employee skills, responsibilities, communication, training and the design of work. If AI is introduced without preparing employees or reviewing work processes, the expected benefits may not be achieved [10].

4.2.2 Technology Acceptance Model

The Technology Acceptance Model (TAM) explains technology use through employees' perceptions, particularly perceived usefulness and perceived ease of use. Employees are more likely to accept a tool when they believe it helps them perform their work and is not difficult to use. TAM can help explain employees' willingness to use AI, although acceptance alone does not prove that AI collaboration improves actual performance.

4.2.3 Human–AI Augmentation Perspective

The augmentation perspective focuses on how technology can support human capabilities rather than simply replace workers. Raisch and Krakowski [12] discuss the relationship between automation and augmentation in management. AI may automate some activities while supporting employees in others. The challenge for organisations is to decide which tasks should be automated and where human judgement and control remain important.

4.3 Human–AI Collaboration and Employee Performance

Employee performance generally refers to how effectively an employee completes work responsibilities and contributes to organisational goals. It may include task completion, work quality, productivity, accuracy, efficiency and the ability to meet expected standards. The way performance is measured should reflect the type of job being studied.

Several studies suggest that AI assistance can improve performance in suitable tasks. Brynjolfsson et al. [3] report productivity improvements among customer-support agents who had access to a generative AI assistant. The study also indicates that less-experienced workers may benefit more, suggesting that AI can provide guidance and help reduce differences in performance between employees.

Noy and Zhang [11] examined generative AI in professional writing tasks and reported that access to ChatGPT improved task speed and output quality in their experimental setting. Such findings provide

evidence that AI assistance can support performance in specific tasks. However, results from one type of task should not be assumed to apply equally to all occupations.

Dell'Acqua et al. [6] show why task suitability matters. Their research suggests that AI can improve performance on tasks within its capability range, while it may lead to weaker results on tasks beyond that range. Employees therefore need to review AI-generated information and apply their own judgement, particularly when tasks are complex or have important consequences.

Overall, the literature suggests that human–AI collaboration can support employee performance, but the result depends on task characteristics, employee experience, AI capability and the way work is organised. It is more accurate to describe the relationship as conditional rather than claiming that AI always improves performance.

4.4 Potential Benefits of Human–AI Collaboration

a) Improved Speed and Productivity

AI tools can process information and complete certain routine activities quickly. In customer service, for example, AI may help employees prepare responses or locate relevant

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information. In administrative work, AI may support document classification, summarisation and data checking. When these activities are suitable for automation or assistance, employees may have more time for tasks that require human judgement.

b) Support for Accuracy and Work Quality

AI systems can identify patterns, flag unusual information and support quality checks. These functions may help employees notice errors that are difficult to identify manually. However, AI outputs can also be incorrect or incomplete. Employees should verify important outputs rather than assume that AI-generated information is always accurate.

c) Better Access to Information and Decision Support

AI can help employees review large amounts of information and generate recommendations. Jarrahi [8] explains the potential for human–AI symbiosis in organisational decision-making. AI can support analytical work, while people contribute contextual understanding, judgement and responsibility. Effective decision-making therefore requires an appropriate balance between machine recommendations and human review.

d) Learning and Skill Development

Working with AI may encourage employees to develop digital skills, learn how to ask effective questions, interpret outputs and identify errors. AI tools may also provide guidance to employees who are learning a task. However, these benefits depend on access to training and opportunities to practise. Organisations should treat AI literacy as an ongoing learning requirement.

e) Job Satisfaction and Meaningful Work

AI may reduce some repetitive activities and allow employees to focus on more meaningful or challenging work. This could support job satisfaction when employees see AI as a useful assistant and retain control over their work. The effect may be different when AI increases monitoring, work pressure or fear of job loss. Therefore, job satisfaction should be examined rather than assumed to improve automatically.

4.5 Challenges of Human–AI Collaboration

a) Fear of Job Displacement

Employees may worry that AI will reduce the need for their skills or replace parts of their jobs. Brougham and Haar [2] examined employee perceptions of smart technology, artificial intelligence,

robotics and algorithms, and linked these perceptions with concerns about the future workplace. Such concerns may affect motivation, job satisfaction and willingness to use new tools.

b) Trust in AI

Employees need to decide when AI recommendations are reliable and when they require further checking. Lee and See [9] explain that appropriate trust in automation is important for safe and effective use. Very low trust may lead employees to ignore useful recommendations, while excessive trust may cause them to accept incorrect outputs. Organisations should help employees understand the strengths and limitations of the AI systems they use.

c) Skill Gaps and Training Needs

Employees may find AI tools difficult to use if they lack digital skills or do not understand how the tools work. Insufficient training can lead to errors, frustration and low confidence. Training should explain not only how to operate a tool but also how to check outputs, protect confidential information and recognise situations where human judgement is required.

d) Over-Reliance on AI

Over-reliance occurs when employees accept AI recommendations without sufficient review. This can weaken independent thinking and lead to poor decisions when the system produces inaccurate or biased results. Employees should remain responsible for checking outputs and making decisions appropriate to their role.

e) Work Pressure and Cognitive Load

AI may reduce some tasks but create new responsibilities, such as monitoring outputs, correcting errors and learning new systems. Employees may feel additional pressure if they are expected to use AI without sufficient time or support. Organisations should consider the total effect of AI on workload, not only the time saved on individual tasks.

f) Reduced Autonomy

If AI systems prescribe how employees must complete every step of a task, employees may feel that they have less control over their work. Limited autonomy can affect motivation and acceptance. Allowing employees suitable discretion to use, question or override AI recommendations may support more effective collaboration.

4.6 Key Factors That May Influence the Relationship

a) Trust in AI

Trust in AI refers to an employee's willingness to rely on an AI system when completing work. Trust may depend on the system's reliability, transparency, consistency and suitability for the task. Glikson and Woolley [7] review empirical research on human trust in AI and highlight that trust is an important issue in human–AI interaction. In workplace settings, trust may influence whether employees use AI suggestions and how carefully they check them.

b) Job Satisfaction

Job satisfaction refers to an employee's overall positive or negative evaluation of their job. AI may increase satisfaction when it reduces routine workload, supports learning and helps employees perform better. It may reduce satisfaction when it creates insecurity, stress or loss of control. Job satisfaction may therefore be one pathway through which human–AI collaboration is related to employee performance.

c) Job Autonomy

Job autonomy refers to the degree of freedom employees have in deciding how to organise and complete their work. Employees with greater autonomy may be better able to decide when to use AI, when to check its outputs and when to rely on their own expertise. Job autonomy may therefore strengthen or weaken the relationship between human–AI collaboration and performance. This relationship requires further empirical testing.

d) AI Literacy and Organisational Support

AI literacy includes the knowledge and skills needed to understand, use and critically evaluate AI tools. Organisational support includes training, clear guidance, access to resources and support from managers. These factors may help employees use AI responsibly and confidently. They are important contextual factors for future research, even if they are not included as main variables in a proposed research model.

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4.7 Synthesis of Selected Previous Studies

Table 1 summarises selected studies included in this review. The findings are presented in brief and should be interpreted within the context and methods of each original study.

Table 1: Review of Human–AI Collaboration and Employee Performance

Sl. No.	Research Topic	Focus area / main contribution	References
1	Technology and the changing nature of work	Highlights the importance of examining how technology changes tasks rather than assuming that it replaces complete jobs. (Autor, 2015)	[1]
2	Employee perceptions of smart technology and the future workplace	Shows that perceived technology-related threats are relevant to employee attitudes and work outcomes. (Brougham & Haar, 2018)	[2]
3	Human–AI symbiosis in organisational decision-making	Explains how AI-based analysis and human judgement can complement each other. (Jarrahi, 2018)	[8]
4	Practical use of AI in organisations	Discusses organisational applications of AI and the need to connect technology with business processes. (Davenport & Ronanki, 2018)	[4]
5	Socio-technical integration of AI into organisations	Emphasises that AI implementation requires attention to both technology and people. (Makarius et al., 2020)	[10]
6	Trust in artificial intelligence	Reviews factors that shape human trust in AI systems. (Glikson & Woolley, 2020)	[7]
7	Automation and augmentation in management	Explains the tension and connection between automating tasks and supporting human work. (Raisch & Krakowski, 2021)	[12]
8	Generative AI and professional writing tasks	Provides experimental evidence that AI assistance can improve speed and output quality in a specific task setting. (Noy & Zhang, 2023)	[11]
9	Generative AI and teamwork	Examines how AI can reshape teamwork and the distribution of expertise. (Dell'Acqua et al., 2025)	[5]
10	Generative AI in customer support	Reports productivity gains from AI assistance, with particularly notable gains for less-experienced workers. (Brynjolfsson, Li & Raymond, 2025)	[3]
11	Human–generative AI collaboration and task performance	Reports improved immediate task performance while also raising questions about intrinsic motivation. (Wu et al., 2025)	[13]
12	AI and knowledge-worker productivity and quality	Shows that AI benefits depend on whether a task falls within the system's capability range. (Dell'Acqua et al., 2026)	[6]

From the literature review, it is found that human–AI collaboration can support productivity and task performance, but the benefits vary across tasks and employees. Research also points to the importance of trust, employee attitudes, work design and human oversight. The evidence does not support a simple conclusion that AI improves every aspect of employee performance in every workplace.

5. FACTORS INFLUENCING HUMAN–AI COLLABORATION AND ITS EFFECTS

Based on the reviewed literature, Fig. 1 summarises the main benefits, challenges and influencing factors associated with human–AI collaboration and employee performance. Trust in AI and job satisfaction are shown as possible mediating factors, and job autonomy as a possible moderating factor. These relationships are suggested by the literature and require empirical testing.

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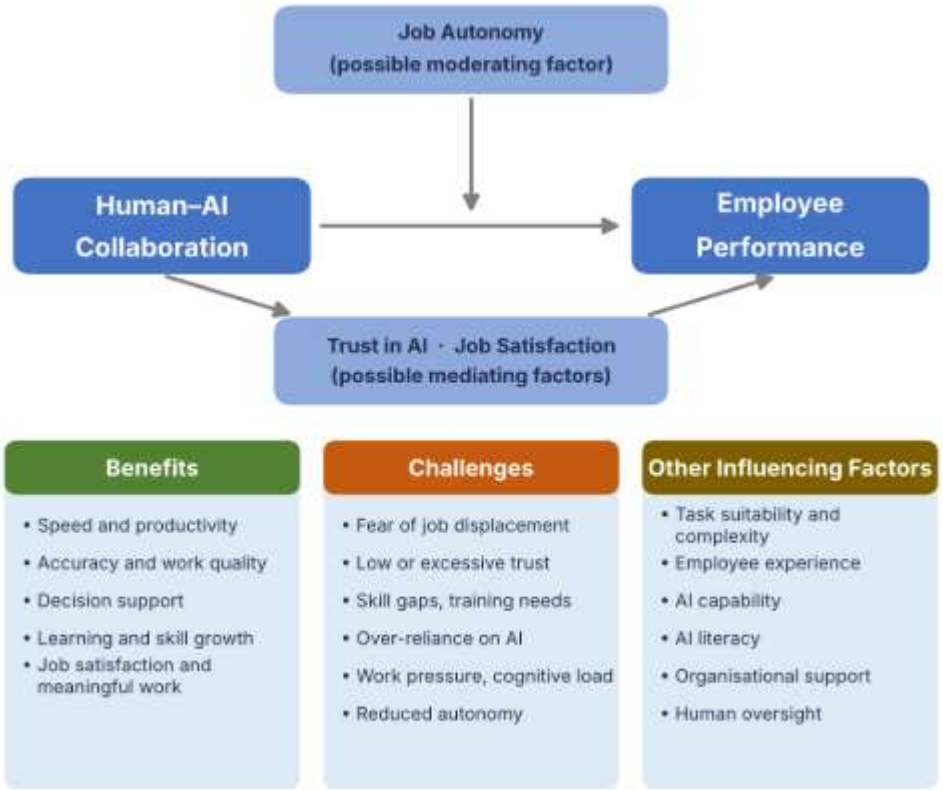


Fig. 1: Conceptual framework of Human–AI Collaboration and Employee Performance

6. IDEAL SOLUTION TO IMPROVE HUMAN–AI COLLABORATION

Organisations should plan AI implementation around the needs of employees and the requirements of each task. The literature suggests the following practical steps:

- Provide practical training so employees understand how to use AI tools and evaluate their outputs.
- Explain why AI is being introduced and how it is expected to support work.
- Allow employees to question, verify and, where appropriate, override AI recommendations.
- Use human review for decisions that are complex, sensitive or have significant consequences.
- Monitor the effect of AI on workload, job satisfaction, stress and employee confidence.
- Review performance using suitable measures, rather than relying only on speed or the number of tasks completed.
- Encourage continuous learning so employees can develop the skills needed to work effectively with AI.

7. RESEARCH GAP

The reviewed literature provides useful evidence about AI use and work outcomes. However, several areas require further investigation.

1. Contextual gap: A substantial part of the cited evidence comes from organisations and employees outside India. More research is needed in Indian workplace settings, where organisational practices, employee skills, infrastructure and patterns of AI adoption may differ. Studies involving employees in Mangaluru and other Indian cities could add useful local evidence.

2. Relationship gap: Many studies examine AI adoption, technology acceptance or productivity separately. Further research can examine the direct relationship between human–AI collaboration and employee performance using clearly defined measures of collaboration and performance.

3. Psychological gap: Trust in AI and job satisfaction are both important themes in the literature. More empirical research is needed to examine whether these factors help explain how human–AI collaboration is related to employee performance, including whether they operate as separate or parallel mediators.

4. Work-design gap: Job autonomy is often discussed as an important feature of work design. However, further research is needed to test whether employees' freedom to decide how and when to use AI changes the relationship between human–AI collaboration and performance.

5. Sector and task differences: The effects of AI may differ between sectors and between routine, analytical, creative and customer-facing tasks. Comparative research across sectors such as IT, banking and other service organisations can help identify where AI collaboration is most useful and what forms of human oversight are required.

These gaps should be treated as directions for further investigation, not as proof that no previous study has addressed these topics. A systematic search of relevant

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databases is needed before making claims that a research area has not been studied.

8. RESEARCH AGENDAS

Based on the literature review, the following agenda is proposed for more detailed empirical study:

- To examine the relationship between human–AI collaboration and employee performance using clearly defined measures, particularly in Indian organisations.
- To test the mediating roles of trust in AI and job satisfaction in the relationship between human–AI collaboration and employee performance.
- To test the moderating role of job autonomy in this relationship.
- To compare the effects of human–AI collaboration across sectors such as IT, banking and other service organisations, and across routine, analytical, creative and customer-facing tasks.
- To examine the contextual role of AI literacy and organisational support.

9. CONCLUSION

- This review examined how human–AI collaboration may influence employee performance. The selected literature suggests that AI can support productivity, work quality, information processing and decision-making when it is used for suitable tasks and when employees have the skills to work with it. However, performance improvements are not automatic. Outcomes depend on task complexity, system capability, employee trust, training, job design and the level of human involvement.
- The review also highlights possible challenges, including fear of job displacement, over-reliance on AI, skill gaps, work pressure and reduced autonomy. Trust in AI and job satisfaction may help explain why employees respond differently to AI-supported work, while job autonomy may influence how effectively employees use AI in their roles.
- Future research should examine these relationships in Indian organisations and across different service sectors. In particular, empirical studies can test the relationship between human–AI collaboration and employee performance, the mediating roles of trust in AI and job satisfaction, and the moderating role of job autonomy. The central message is that successful AI adoption requires more than technology. It requires capable employees, appropriate work design, organisational support and meaningful human oversight.

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