GERMAN-ISRAEL MINERVA-GENTNER SYMPOSIA 2025

AI

Implications of implementing AI-based technologies in organizations for human relationships and well-being

Minerva Stiftung

21.–23. Juli 2025 at the Leibniz Institute for Resilience Research

JGU | Arbeits-Organisations-Wirtschafts-Psychologie

Bar-Ilan University
אוניברסיטת בר-אילן

TEL AVIV UNIVERSITY
אוניברסיטת תל אביב

LIR MAINZ | Leibniz-Institut für Resilienzforschung

BARON
JOHANN-JOACHIM-BECHERWEG 3
CAMPUS JGU MAINZ

MONDAY | 21

18:30 H
WELCOME DINNER
18:15 h Meeting in the Hotel Lobby

TUESDAY | 22

09:00 H - 09:15 H
Arrival at LIR, Wallstr. 7

09:30 H - 10:45 H
HUMAN - AI INTERACTION

Lior Zalmanson | *Turning Off Your Better Judgment –Algorithmic Conformity in AI-Human Collaboration*

Regina Kempen | *Trust Me – I'm Transparent: The Effects of Global Explanations of AI*

Markus Langer | *What is human oversight of AI?*

COFFEE BREAK

11:00 H - 11:50 H
THE USE OF AI AT WORK

Sara Bergmann / Digital Technologies in the Work Context: The Social Context and Gender Differences

Sandra Ohly | *Generative AI use in the workplace: A work design perspective*

LUNCH TIME

13:15 H - 14:15 H
ROUNDTABLES
Thematic Discussion in Round Tables

COFFEE BREAK

14:30 H - 15:45 H
AI AND PSYCHOLOGICAL PROCESSES

Sharon Arieli | *Leveraging Language Models to Detect Value Instantiations among Employees*

Mascha Goldschmitt | *Boosting Performance – Draining Energy? A Diary Study on the Effects of AI Use at Work on Goal Attainment and Vitality*

Ilanit SimanTov-Nachlieli | *Designing AI-Based Decision-Support Systems: How Providing Explanations to Users versus Requesting Explanations from them Interact with Decision Makers' Uncertainty Avoidance to Shape their Supportive Attitudes*

COFFEE BREAK

16:00 H - 17:40 H
HUMAN-AI MANAGEMENT

Yochanan Bigman | *Variance Beliefs Affects Impression updating of Humans and Robots*

Jonathan Winter | *The Commitment Gap: Why Humans Underperform with AI Teammates in Competitive Settings*

Yaara Welcman | *The Shock Absorbers of Algorithmic Management: Human Mediation in an Employee-Based On-Demand Service*

Didem Sedefoglu-Ulucak | *Can AI make leaders more empathetic? An experimental investigation of leadership communication, the influence of AI, and followers' reactions.*

18:30 H
DINNER

EULCHEN BRAUEREI
KUPFERBERGERASSE 17

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WEDNESDAY | 23

09:00 H – 10:40 H
ATTITUDES AND PERCEPTIONS RELATED TO AI

Hadar *Nesher Shoshan* | *Using AI tools to support employees in their interpersonal work-related meetings*

Uriel Haran | *Loneliness and the turn to AI-based decision support*

Ella Glikson | *The unexpected benefits of the low reliability of AI*

Ksenia Keplinger | *Licence to discriminate? The use of human-in-the-loop systems in HR screening*

COFFEE BREAK

10:55 H
IMPULSE: FUNDING OPPORTUNITIES

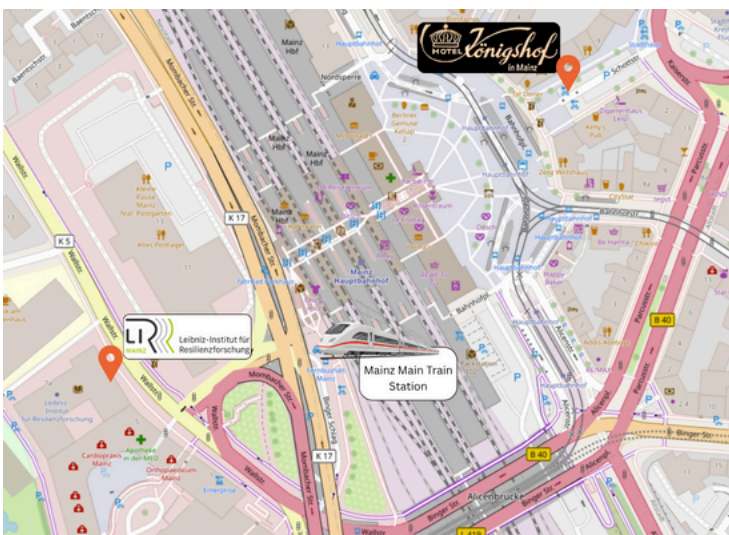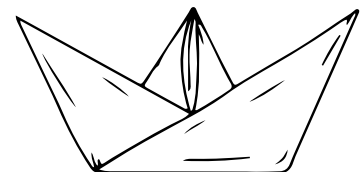## 11:10 H – 12:10 H
GENERATING NEW IDEAS

LUNCH TIME

13:10 H
BOAT TRIP

13:10 h | *Transfer to Harbour*

13:45 - 16:35 | *On the Boat*

18:30 H
DINNER

GOLDMARIE
CLARISSA-KUPFERBERG-PLATZ 9

VENUE
Leibniz Institute for Resilience Research | Wallstr. 7

HOTEL
Hotel Königshof | Schottstr. 1-5

HUMAN - AI INTERACTION

Markus Langer
What is human oversight of AI?

In this talk, I will be presenting theoretical foundations for dealing with AI in organizations and in particular in decision-making tasks. This will cover the areas of trust in AI-based systems, how to design the collaborative work with AI-based systems, and responsibility in collaboration with AI-based systems. For these areas, I will present example studies from our lab to showcase some of the empirical insights that we have gained based on the connection of psychological theory and human-AI interaction.

Lior Zalmanson
Turning Off Your Better Judgment –Algorithmic Conformity in AI-Human Collaboration

As AI becomes increasingly integral to society, humans' tendency to forgo their own judgment to adopt algorithmic advice is eliciting substantial concern. Prior research suggests that such overreliance is driven by informational influences (confidence in AI's superior judgment) or by desire to reduce attentional load. We propose a new mechanism: normative pressure, stemming from the legitimacy afforded to algorithms within social or work-related structures. Using a setup inspired by social conformity research, we conducted four studies involving 1,445 crowd-workers performing straightforward image-classification tasks. Substantial percentages of participants followed erroneous AI recommendations on these tasks, despite being able to perform them perfectly without support. This overreliance was partially mediated by normative pressure, measured as discomfort at disagreeing with AI. Conformity decreased when participants perceived their decisions' real-life impact as high (versus low). Our findings highlight the risks inherent to human-AI collaboration and the difficulty in ensuring that humans-in-the-loop maintain independent judgment.

Regina Kempen
Trust Me – I'm Transparent: The Effects of Global Explanations of AI

As artificial intelligence systems increasingly penetrate critical domains, the need for effective human oversight becomes paramount. This research addresses a crucial challenge from the EU AI Act: developing meaningful transparency mechanisms for human oversight. The study investigates cognitive and perceptual processes of AI system information comprehension through a multi-method approach. By developing a transparency interface (TI) providing global AI system information, we aim to empirically examine how different user groups process AI technology information and its impact on competence, usage decisions, acceptance, and system trust. Research questions:
1. How does global AI system information influence system perception?
2. Does the role assigned to participants (end user vs. operator) or the type of data used by the system (personal vs. nonpersonal) influence the depth of information processing or system perception?
3. What is the role of self-competence perception?
A mixed-method vignette study combines 83 laboratory participants using eye-tracking with a 300-person online panel. Eye-tracking will analyze mental workload during AI system explanation reading, complementing survey responses to provide comprehensive insights into information processing. The research offers critical perspectives on designing a TI that support genuine human oversight, addressing the growing need for comprehensible, user-centric, and accountable AI technology

THE USE OF AI AT WORK

Cornelia Niessen, Sara Bergmann & Mauren Wolff
Digital Technologies in the Work Context: The Social Context and Gender Differences

Digitalization in the workplace is advancing rapidly, with AI and emerging technologies providing increasing support to employees while simultaneously collecting vast amounts of person- and work-related data. This data can be used to provide feedback and optimize performance. In this presentation, we share the results of two interdisciplinary projects (DFG) examining the impact of digital technologies, such as electronic performance monitoring (EPM), on employee responses, paying particular attention to potential gender differences. EPM involves using AI technology to observe, record and analyze information relating directly or indirectly to work behaviors. Research on EPM has revealed some benefits (e.g. improved performance in simple tasks), but mainly negative emotional (e.g. stress), cognitive (e.g. privacy concerns) and behavioral (e.g. deviant behavior) reactions from employees (Ravid et al., 2022). However, based on self-disclosure theories and SDT theory, it can be assumed that employees' reactions depend on the characteristics of an EPM system (e.g. the source of feedback and invasiveness). Furthermore, it can be argued that if the social context is good and employees feel comfortable, they have nothing to hide and negative reactions to EPM systems should therefore be less common. Using vignette experiments and a four-wave longitudinal study, we investigated whether the characteristics of EPM systems and the social context influence the satisfaction or threat of psychological needs, as well as how employees set and manage boundaries between themselves and their environment. We also examined whether employees become accustomed to monitoring over a longer period of time. Additionally, we explored whether women and men react differently to EPM and other digital technologies in the workplace. Drawing on literature concerning the technological gender gap and social role theory, we argue that women constitute a disadvantaged group who may respond more negatively to certain technological characteristics (e.g., invasiveness, purpose, synchronicity, high learning requirements, focus on a single individual) than men do. Results will be discussed as well as practical implications for organizations.

Sandra Ohly, Didem Sedefoglu & Katharina Neufeld
Generative AI use in the workplace: A work design perspective

Generative AI use has the potential to support individuals in mundane task such as writing reports or emails, debugging software or analyzing data. Without organizational training how to effectively use genAI tools, employees are left exploring on their own, creating a potential for a digital divide with highly educated employees from high socio-economic status and in highly enriched work benefitting more. This digital divide was explored in a sample of roughly 1500 individuals from a wide variety of jobs, collected in March 2024. Although socio-economic status, education and job enrichment was not linked to access to genAI systems, there is evidence for a digital divide in terms of usage, positive attitude and self-rated AI literacy, and a more complex pattern for frequency of genAI use. In an extension of this cross-sectional study, a follow up data collection three months later (June 2024) provides the opportunity to examine the development of skills related to genAI use, with results partially supporting the work design growth model. In knowledge-intensive jobs, individuals report an increase of genAI literacy (as a measure of skill) over time. We also explored the relationship between frequency of genAI use and quantitative and qualitative job insecurity, and the moderating role of task characteristics (task routinization, intrinsic task motivation, and task illegitimacy).

AI AND PSYCHOLOGICAL PROCESSES

Sharon Arieli, Alina Starovolsky-Shitrit, Ella Danie, Johannes Kiesel
Leveraging Language Models to Detect Value Instantiations among Employees

This research project introduces an innovative AI-based method for detecting value instantiations—concrete expressions of abstract personal values—in naturally occurring employee-generated texts. Building on Schwartz's value theory (1992) and Maio's (2010) conceptualization of value instantiations, we address a central challenge in organizational research: how to measure values in context, at scale, and across cultures. We leveraged recent advances in natural language processing (NLP), specifically transformer-based models such as DeBERTa, to automatically classify work goals according to Schwartz's ten basic values. Our model was fine-tuned using manually annotated datasets, and demonstrated high accuracy in identifying value instantiations in employee texts from two culturally distinct samples: Indian employees and Asian Americans. The model achieved robust cross-cultural generalization and revealed nuanced differences and convergences in value expression across contexts. This work builds on the ValuesML project, part of the European Union's Joint Research Centre (JRC) initiative to help policymakers better understand the values shaping public responses to policy. Using machine learning, the project identifies human values in political texts and news across nine languages. A multilingual, expert-annotated dataset enabled the development of a language-sensitive algorithm trained to detect value expressions across cultures. Our findings show that value instantiations predict professional outcomes better than abstract ratings and enable scalable, context-aware value analysis for international business, HR analytics, and policy research.

Mascha Goldschmitt, *Hadar Nesher Shoshan and Thomas Rigotti*
Boosting Performance – Draining Energy? A Diary Study on the Effects of AI Use at Work on Goal Attainment and Vitality

Objective. Since the introduction of ChatGPT, generative artificial intelligence (AI) is increasingly finding its way into our everyday working lives. As AI-based technologies continue to evolve, a pressing question is how their use affects employees' psychological well-being and functioning. This study investigates the impact of daily AI use on goal attainment and vitality. We examine Psychological Capital (PsyCap) as a cross-level moderator, proposing that individual psychological resources shape how AI use affects daily functioning. Methods. Using a daily diary study with a baseline questionnaire and 40 daily questionnaires over 10 working days, data were collected from 112 individuals who use AI at least occasionally at work. Multilevel modeling was used to examine the day-level effects of AI use on goal attainment and vitality. To account for differential effects, PsyCap is examined as a cross-level moderator. Results. Multilevel analyses showed a significant positive effect of daily AI use on goal attainment. No main effect was found for vitality. However, PsyCap moderated both relationships: At higher levels of PsyCap, AI use was more strongly associated with goal attainment and additionally predicted increased vitality. Conclusions. The findings suggest that using AI at work can enhance goal attainment without compromising vitality. Moreover, individual psychological resources play a key role in determining whether AI use supports well-being. These insights highlight the importance of considering personal resources when introducing AI tools into the workplace.

Ilanit SimanTov-Nachlieli & Yuval Shahar
Designing AI-Based Decision-Support Systems: How Providing Explanations to Users versus Requesting Explanations from them Interact with Decision Makers' Uncertainty Avoidance to Shape their Supportive Attitudes

Despite the growing availability of algorithm-augmented work, algorithm aversion is prevalent among employees, hindering successful implementations of powerful Artificial Intelligence (AI) aids (or AI-based Decision Support Systems). Here, we examined the effect of two distinct aspects of AI aids: Providing explanations to the user, and Requesting explanations from the user, with particular attention to their interplay with employee's uncertainty avoidance (UA), on their supportive attitudes towards such systems. A preliminary field study among U.S. employees prescreened for regular AI use in their jobs revealed that both UA and the feature of providing explanations to the user (but not the feature of requesting explanations from them) were positively associated with employees' supportive attitudes toward a recalled AI aid they currently use at work. Importantly, two preregistered experiments, manipulating both the system's providing and the system's requesting explanations features, resulted in causal evidence for the positive effects of (1) deploying a system that provides explanations, on all employees, but in particular, on high-UA employees, (2) a distinct preference, especially by high-UA employees, for complete)versus partial(explanations provided by the system; and (3) an enhanced preference by high-UA employees, for systems that request users to provide explanations that will be used to train the system rather than to document their decision-making process. Our studies offer insights into understanding, mitigating, and managing employee aversion to powerful AI aids, as well as the design of such systems.

HUMAN AI MANAGEMENT

Yochanan Bigman, Melissa Ferguson & Roy Schulman
Variance Beliefs Affects Impression updating of Humans and Robots

When a human is performing worse today then yesterday, it might be because they are tired, heard bad news, or are just having a bad day. Fewer factors can explain a reduced productivity in robot behavior, leading people to believe the change reflects permanent change in base-line ability and update their impressions of the robot faster. Comparing humans to robots allows us to test for the role of beliefs about variance in updating. Five studies (N=2,301) support this theory. Studies 1-2 show that people believe robots will show less variance in performance than humans. Study 3 finds that people update their impressions faster for robots than humans when presented with an increase in performance. Study 4 demonstrates that this holds even when the agent (human or robot) is described as having done the task for many years. Finally, Study 5 finds that people update faster for robots than for humans for both decreases and increases in performance. Taken together, these studies demonstrate that beliefs about variance affect social learning, and also explain previous research that showed that people are more sensitive to mistakes by algorithms than mistakes by humans.

Yonathan Winter
The Commitment Gap: Why Humans Underperform with AI Teammates in Competitive Settings

Organizations are increasingly deploying AI as colleagues and teammates in collaborative work settings. However, human-AI teams (HATs) often underperform despite growing AI capabilities, with most explanations centering on communication and coordination failures between team members. This research proposes that teammate commitment—the sense of mutual moral and social obligation—is a key yet overlooked source of challenges in HATs. Study 1, an online experiment (N=1,988) found that participants performed equally well when competing individually against AI or human opponents, yet exhibited a significant performance decline in team competition when paired with AI versus human teammates. This deficit persisted even though participants demonstrated equal trust in AI and human teammates, as evidenced by comparable willingness to delegate tasks to both teammate types. Study 2, a laboratory experiment (N=214) found no performance differences when competition was removed, suggesting that competitive pressure specifically might be needed to trigger commitment deficits in HATs. Complementing existing explanations focused on technological and coordination challenges, this research identifies a motivational deficit that reveals how social-psychological factors are critical to human-AI collaboration success.

Yaara Welchman & Lior Zalamnson
The Shock Absorbers of Algorithmic Management: Human Mediation in an Employee-Based On-Demand Service

This paper examines how human mediation is critical to sustaining algorithmic management in employee-based, on-demand work. Through a case study of a public transportation service, we show that algorithmic systems designed for optimization and control often generate tensions with human-centered work realities. We identify four domains of conflict: work allocation and pacing, information and communication, work organization, and performance assessment. Managers and operators actively mediate these tensions by buffering drivers from algorithmic pressure, interpreting opaque directives, fostering professional communities, and contextualizing evaluations. Our findings shift the focus from gig work to employee settings, revealing that human mediation is not a peripheral fix but a necessary infrastructure for effective governance of algorithms. This has important implications for AI research and practice, emphasizing the need to invest in algorithms and the organizational capacities that sustain them.

Didem Sedefoglu-Ulucak
Can AI make leaders more empathetic? An experimental investigation of leadership communication, the influence of AI, and followers' reactions.

Effective leaders communicate empathetically. However, in virtual contexts, conveying empathy can be difficult due to the reduced richness of computer-mediated communication. AI tools such as large language models offer the potential to enhance empathetic communication, e.g., by providing tailored advice. Yet little is known about how leaders respond to AI-advice in tasks typically regarded as requiring human sensitivity, or how followers will evaluate such communication. Drawing on the literature on AI-mediated communication, AI aversion, and signaling theory, we conduct two vignette-based experiments (Total N=800). In Study 1 (N= 522), participants in leadership roles are tasked to write an email and receive simulated negative feedback from a human expert vs. an AI, asking them to make the message more empathetic. The results show that empathy scores increase significantly after the feedback, but there is no difference between the human and AI conditions. Study 2 (N= 278) focuses on follower perceptions. Participants evaluate the same empathetic feedback message but are informed that it was created with either high, low, or no involvement of AI. The findings suggest that messages with high AI involvement are rated less favorably regarding perceived empathy, credibility, and quality. Moreover, AI literacy moderates the negative effect of AI involvement on empathy, such that participants with higher AI literacy evaluate AI-mediated messages less negatively. The findings suggest that while AI can improve empathetic leadership communication, employees may discount AI-generated messages unless they have sufficient AI literacy.

ATTITUDES AND PERCEPTIONS RELATED TO AI

Hadar *Nesher Shoshan & Marcel Kern*
Using AI tools to support employees in their interpersonal work-related meetings

This proposed research project suggests using AI-based methods to support employees in their work meetings. The idea is that AI can support employees in different ways: (1) by learning about their usual tendencies and helping them prepare for meetings (2) by providing them with ongoing feedback during virtual work meetings and (3) by helping them debrief and learn from their own experiences to improve in future meetings. We currently focus on the emotional aspects of employee functioning in work meetings (e.g., emotional labor, emotional displays, emotional demands). However, these ideas and technologies can be further used to other meeting-related behaviors (e.g., impression management, leading meetings, promoting successful outcomes and more). We currently plan a research project with 6 studies in the lab and in the field (grant proposal under review). Importantly, we closely consider the EU act of AI use to make this research project possibly applied in real organizations.

Uriel Haran
Loneliness and the turn to AI-based decision support

Loneliness is becoming increasingly prevalent, leading scientists to label it as a "modern behavioral epidemic". Despite the expanding research on loneliness, its cognitive implications, such as information search and advice taking, are relatively understudied. These effects may be substantial, given that loneliness is defined by the scarcity of social interactions, which are a primary outlet for receiving advice. Therefore, loneliness, both as a chronic condition and as a work-specific experience (workplace loneliness) may be a cause for decision process limitations, higher experienced uncertainty and slower, less efficient learning. Seeking advice from AI-based chatbots, recommendation systems and decision support tools, at work and in daily life, is becoming increasingly popular. These developments motivate exciting research questions about how loneliness shapes people's attitudes and use of AI. It is reasonable that loneliness leads to higher use of AI because of its higher relative accessibility and reduced threat associated with human interaction. On the other hand, loneliness is associated with lower cognitive performance and biased social perception, which might curb the motivation and perceived efficacy to utilize these newly-available sources of information and support. Finally, moderators such as thinking styles (e.g., actively open-minded thinking, curiosity, need for cognition), domain knowledge, and confidence may also affect these relationships. Given loneliness's status as a modern epidemic, understanding its relationship with AI use has both theoretical and practical implications for designing supportive technologies, workplace training for isolated employees, and developing recommendation systems that account for users' social context and cognitive state.

Ella Glikson
The unexpected benefits of the low reliability of AI

Trusting and using technology is always seen as related to the technology being highly reliable. In many cases, AI-based technology was seen similarly, suggesting that AI use depends on its reliability. However, being highly intelligent, AI-based technologies could be perceived as threatening our professional identity, skills, and abilities. In contrast, AI limitations, such ChatGPT hallucinations, can facilitate our use of this technology by reducing the perceived threat. I will share very preliminary results from a field study that demonstrate the benefits of AI's low reliability and discuss how lowering the reliability and threat can facilitate the adoption of AI in organizations.

Ksenia Keplinger
Licence to discriminate? The use of human-in-the-loop systems in HR screening

The use of artificial intelligence (AI) tools in HR processes has grown significantly, particularly in applicant screening, and raises important ethical concerns about the interaction of human and AI biases. To investigate whether suman supervision of AI in HR screening benefits or harms underrepresented job applicants, we conducted two preregistered experiments with nearly 300 HR professionals. In Study 1, participants used CV screening software that exhibited bias against women and ethnic minorities, while Study 2 incorporated AI scores that favored these underrepresented groups. The findings highlight the significance of the screening process type, revealing that while participants integrate AI advice in sequential decisions, they tend to adjust rankings to achieve a more balanced evaluation of the entire applicant pool. Importantly, higher AI scores positively affected the evaluation regardless of whether they aligned with existing stereotypes. This research contributes to the literature by examining the ethical implications of AI adoption in HRM, specifically its potential to either mitigate or exacerbate bias for diverse job applicants.