


Chapter 8

The Integration of Artificial Intelligence in the Management of Organizational Change in Companies in Morocco

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ABSTRACT

This study explores the integration of artificial intelligence (AI) in organizational change management, particularly its role in reducing resistance to change and strengthening employee engagement. At a time when transformation processes are increasingly being influenced by digitization, this research explores ways in which AI can optimize change management in the enterprise. The methodology chosen for this study is based on a quantitative analysis. It begins with an in-depth literature review to identify the levers and challenges associated with change management.

DOI: 10.4018/979-8-3373-1737-3.ch008

Then, an empirical study based on a questionnaire sent to 108 Moroccan companies that have opted for digital transformation. The SPSS 25 software was used to analyze the result. The results show that AI plays a key role in anticipating resistance and adapting support plans through behavioral analysis and personalization of interventions. Smart platforms also support more targeted and transparent communication by automating repetitive change processes.

INTRODUCTION

Artificial Intelligence (AI) is revolutionizing the contemporary organizational landscape. From process automation to predictive analytics, AI applications are revolutionizing managerial practice and workplace culture. McKinsey (2021) contends that organizations that achieve AI integration are on average 20% more operationally effective. But there is a cost. Key impediments are workers' resistance to change, fear of rendering their skills obsolete, and suspicion of algorithmic decision-making (Davenport & Ronanki, 2018; Jarrahi, 2023).

AI adoption in Morocco is increasing, particularly in sectors such as finance, health, and telecommunication (Oxford Business Group, 2023). CESE (2022) states in a study that approximately 37% of the large Moroccan firms have initiated AI-driven transformation programs. However, the figure drops to less than 10% in SMEs. Instances such as sparse local competence, asymmetric availability of digital infrastructure, and low data culture still restrict extensive implementation (Dell & IDC, 2022). All these difficulties establish the imperative of strategic change management and also that AI might be both a helper and also the cause of problems.

Against this background, the present study seeks to answer the following research question: How does AI affect employee resistance to change and employee engagement in Moroccan businesses that are undergoing digital transformation? This question has raising concerns with regard to human-machine interaction, the reorganization of organizational hierarchies, and, importantly, algorithmic transparency a notion at the very heart of building trust within AI systems. Recent studies (Shin, 2021; Rai, Constantinides & Sarker, 2022) point out that explainable AI in terms of being comprehensible, explainable, and accountable — plays a major role in employee acceptance and engagement.

This research has two main objectives:

- To empirically measure the impact of AI on organizational change management, i.e., its role towards minimizing resistance and maximizing employee engagement.

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