


Chapter 9

The Integration of Artificial Intelligence in the Management of Organizational Change: A Moroccan Perspective

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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. À une époque où les processus de transformation sont de plus en plus influencés par la digitalisation, cette recherche s'interroge sur les façons dont l'IA peut optimiser la gestion du changement en entreprise. Using a quantitative research model, this study explores the effect of AI on resistance to change and strengthening employee engagement in transformation processes. Five research hypotheses were tested using a regression analysis on a sample of 68

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Moroccan companies engaged or likely to be engaged in organizational transformation processes and using or considering using tools artificial intelligence. Findings suggest that AI enables predicting resistance and adjusting support programs through behavioral analysis and intervening personalization. Smart platforms also support targeted and transparent communication by automating repetitive change processes.

1. INTRODUCTION

Artificial intelligence (AI) is significantly transforming the modern organizational landscape. Its applications, ranging from process automation to predictive analytics, offer unprecedented opportunities for reinventing management modes. McKinsey & Company. (2021), organizations that effectively integrate AI experience an average 20% increase in operational efficiency. However, this integration is not without challenges, especially in terms of resistance to change and the need to re-qualify employees Davenport, T. H., & Ronanki, R. (2018).

In Morocco, AI adoption is growing, especially in sectors such as finance, health and telecommunications Oxford Business Group. (2023). However, Moroccan companies still face challenges related to awareness, local skills and technological infrastructure. These elements highlight the importance of strategic management of organizational change, where AI can play a facilitating role.

This is the context in which this research explores how AI can facilitate the management of resistance to change and strengthen employee engagement in transformation processes? This question raises the crucial issues of human-machine collaboration and the need to reorganize structures to maximize technological benefits while minimizing human friction.

This research has two main objectives: First, it explores the impact of AI on organizational change management processes, including assessing its role in reducing resistance, then identify the specific levers and limitations of AI use in Moroccan companies, taking into account cultural, technological and economic contexts.

To answer this problem, an empirical analysis will be conducted. It will be based on a quantitative study of a sample of Moroccan companies that have adopted AI technologies in their organizational processes. A questionnaire and analysis of the data collected will help identify key dynamics and provide concrete recommendations.

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