FUTURE WORKSCAPES

INTERNATIONAL PERSPECTIVES ON EQUALITY, DIVERSITY AND INCLUSION

Series Editor: Mustafa F. Özbilgin

Recent Volumes:

Volume 1: *Practical and Theoretical Implications of Successfully Doing Difference in Organizations*, Edited by Donnalyn Pompper

Volume 2: *Gender, Careers and Inequalities in Medicine and Medical Education: International Perspectives*, Edited by Maria Tsouroufli

Volume 3: *Management and Diversity: Perspectives from Different National Contexts*, Edited by Mustafa F. Özbilgin and Jean-François Chanlat

Volume 4: *Management and Diversity: Thematic Approaches*, Edited by Mustafa F. Özbilgin and Jean-François Chanlat

Volume 5: *The Strength of Difference: Itineraries of Atypical Bosses*, Edited by Norbert Alter

Volume 6: *Race Discrimination and Management of Ethnic Diversity and Migration at Work: European Countries' Perspectives*, Edited by Joana Vassilopoulou, Julienne Brabet and Victoria Showunmi

Volume 7: *Lived Experiences of Exclusion in the Workplace: Psychological & Behavioural Effects*, Edited by Kurt April, Babar Dharani and Amanda Ronita April

Volume 8: *Management and Organizational Studies on Blue & Grey Collar Workers: Diversity of Collars*, Edited by Joanna Paliszkiewicz and Demet Varoğlu

Volume 9: *Contemporary Approaches in Equality, Diversity and Inclusion: Strategic and Technological Perspectives*, Edited by Berk Kucukaltan

Volume 10: *Care and Compassion in Capitalism*, Edited by Cagri Yalkin and Mustafa F. Özbilgin

INTERNATIONAL PERSPECTIVES ON EQUALITY,
DIVERSITY AND INCLUSION VOLUME 11A

FUTURE WORKSCAPES: STRATEGIC INSIGHTS AND INNOVATIONS IN HUMAN RESOURCES AND ORGANIZATIONAL DEVELOPMENT

EDITED BY

JOANNA PALISZKIEWICZ
Warsaw University of Life Sciences, Poland

DEMET VAROĞLU
TOBB University of Economics and Technology, Türkiye

AND

OLENA KULYKOVETS
Warsaw University of Life Sciences, Poland

United Kingdom – North America – Japan
India – Malaysia – China

Emerald Publishing Limited
Emerald Publishing, Floor 5, Northspring, 21-23 Wellington Street, Leeds LS1 4DL.

First edition 2025

British Library Cataloguing in Publication Data
A catalogue record for this book is available from the British Library

ISBN: 978-1-83608-933-9 (Print)
ISBN: 978-1-83608-932-2 (Online)
ISBN: 978-1-83608-934-6 (Epub)

ISSN: 2051-2333 (Series)

To Natalia,
May you always dream big and follow your heart – J. P.

To my parents Zerrin and Kadri Bacacı – D. V.

To my husband, Mariusz, for his boundless patience
and unwavering understanding – O. K.

This page intentionally left blank

CONTENTS

LIST OF FIGURES AND TABLES

FIGURES

TABLES

ABOUT THE EDITORS

Joanna Paliszkiewicz works as a Full Professor at the Warsaw University of Life Sciences (WULS—SGGW). She is the Director of the Management Institute. She is also an Adjunct Professor at the University of Vaasa in Finland. She obtained academic title "Full Professor" from International School for Social and Business Studies in Slovenia. She is well recognized in Poland and abroad for her expertise in management issues: knowledge management and trust management. She has published over 250 papers/manuscripts and is the author/co-author/editor of 21 books. Currently, she serves as the Deputy Editor-in-Chief of the *Management and Production Engineering Review*. She is an Associate Editor for the *Journal of Computer Information Systems, Expert System with Applications*, *Issues in Information Systems, Przegląd Organizacji, Intelligent Systems with Applications*. She serves as the President of the International Association for Computer Information Systems in the United States.

Demet Varoğlu received her B.Sc. (1983) and MBA (1986) degrees from Middle East Technical University (METU), Department of Business Administration. She completed her Ph.D. (1993) at Ankara University, Department of Business Administration and earned her Associate Professor degree in the field of Organizational Behavior at 2000.

Starting from the position of Research Assistantship (1984) she was among the academic staff of METU Department of Business Administration for more than 20 years. Between 2004 and 2006, she served as the Chairperson of the Gender and Women Studies Program at METU.

Since 2006, she has been working at TOBB University of Economics and Technology, Department of Business Administration. She is the first female academician who received the full professor title (March 2018) in her department and is currently a member of the university senate. Besides introductory and/or must courses on business administration, management, organizational behavior, and human resource management, she has taught and continues to teach undergraduate and graduate level courses on power and politics in organizations, gender issues in organizations and negotiation. She has national and international publications on power and politics, gender, conflict management, information sharing, leadership, and employee selection decisions. Her current research interests are diversity and discrimination at the workplace, counter-productive work behaviors, and emotions in organizations. Together with two colleagues, she received the Turkish Education Association's 1999 National Award on Education Research.

Olena Kulykovets is an Assistant Professor of the Management Institute at the Warsaw University of Life Sciences. She obtained her PhD in 2022 in the discipline of Management and Quality Sciences at the University of Warsaw, Faculty of Management. Her scientific interests focus on topics related to non-standard marketing tools, as well as the use of modern technologies in the field of scientific research, and the use of artificial intelligence to support the marketing activities of enterprises.

ABOUT THE CONTRIBUTORS

Mohammed Abdur Rahman is a Research Fellow at the University of Chittagong, Bangladesh, and also a Project Fellow at Oxfam in Bangladesh. He holds a BBA in Management and an MBA in Supply Chain Management from the University of Chittagong. Additionally, he completed a Diploma in Computer Science and Application from Bangladesh Open University. His research interests focus on the integration of information technology in business, covering topics such as e-commerce and webrooming.

Zahurul Alam is a Professor and Chairman in the Department of Management at the University of Chittagong, Bangladesh. He previously served as an Associate Professor at Bangladesh University of Textiles in Dhaka, an Academic Advisor in the Faculty of Business Administration at Leading University in Sylhet, and the Coordinator of the MBA program at BGC Trust University, Bangladesh. With over 28 years of experience, he has published numerous research papers, participated in many international seminars, and successfully completed several research projects funded by University Grants Commission (UGC) of Bangladesh, European Union (EU), Federation of Bangladesh Chambers of Commerce and Industry (FBCCI), and the University of Chittagong. His current research interests include general management, human resource management, and international business.

Ahmad Albattat is an Associate Professor at the Graduate School of Management, Management and Science University (MSU), Malaysia, and a Visiting Professor at Medan Academy of Tourism, Indonesia. He earned his PhD in Hospitality Management with a focus on disaster and emergency planning from Universiti Sains Malaysia. He has extensive experience in hospitality, including 17 years in the Jordanian industry. He has held academic positions at Ammon Applied University College in Jordan and MSU in Malaysia. His expertise includes hospitality management, events management, and disaster planning. He is a prolific researcher and active member of several international scientific and editorial boards, with numerous publications in refereed journals, conference proceedings, books, and book chapters.

Thi Tam Nhu Tai Cao currently a third-year student at the University of Economics Ho Chi Minh City in Commercial Business major. She is passionate about business and economics, as her work with her lecturer and also her extracurricular activities reflect that. Her research interest includes marketing and consumer behaviors.

Thi Thanh Truc Dau is a final-year student at the University of Economics Ho Chi Minh City, majoring in Commercial Business. Apart from studying, Dau is also involved in various small research projects that collaborate with lecturers. Dau's interests are commercial, retail, and marketing.

Muna Fathmath holds a PhD in Business/Management with a focus on HRM from Management Science University in Malaysia. With over 18 years in the Maldives Civil Service, she currently serves as the Director General of the Maldives Media Council. She is the author of *The Power of Optimistic Thinking to Transform Yourself* and has published over nine papers in international Scopus journals. She is also a college lecturer, HR leader, trainer, and international keynote speaker. Her accolades include the Professional Women and Career Achievement Award 2022, the Women Excellence Award for Excellent Researcher of the Year 2022, and the Women Personality of the Year 2021. She was also recognized as one of the 10 inspiring women leaders of HR in the Maldives in 2020 and received the Asian HR Leadership Award "Women at Leadership Award" in 2019.

Daniil Ilyich Golubtsov is a PhD candidate at Al-Farabi Kazakh National University in Almaty, Kazakhstan. His research focuses mainly on economics, logistics, supply chain management, digital transformation of enterprises, project development, and sales.

Hanna Górska-Warsewicz is Associate Professor at Warsaw University of Life Sciences, in the Management Institute. Habilitated at the Faculty of Management, University of Warsaw, she specializes in the subject of brands, brand equity, and brand management in production, service, and commercial enterprises. She is the author or co-author of over 150 publications in this field, including 8 books.

Damian Kedziora works as Associate Professor at Software Engineering Unit of LUT University in Lahti, Finland. At LUT, he holds the title of Docent in Business Process Automation Software. His research focuses on low-code software, process automation, and commercial aspects of software business.

Joanna Kedziora holds over 10 years of experience at top international banking organizations. Her research interests focus on digital cultures and societies, as well as sustainability and impact of technology and artificial intelligence on modern organizing.

Paweł Kędziora completed his Doctoral degree in Legal Science at the University of Warmia and Mazury in Olsztyn, Poland. He is an Attorney-at-Law, as well as Lecturer at Kozminski University in Warsaw, Poland.

Mohammad Khaled Afzal is a Professor at the University of Chittagong, Bangladesh. He graduated with a degree in Management from the same university. He also holds a second postgraduate degree in Electronic Business Management from the International University of Japan and a PhD in Logistics from Inha

University, South Korea. His research interests primarily focus on logistics and supply chain management, as well as human behavior at work.

Xuan Tai Mai is a Lecturer at the FPT University in Vietnam. His main research interests are marketing, e-commerce, social media, and consumer behavior. He has published in the *International Journal of Information Management*, *International Journal of Tourism Policy*, *International Journal of Business Information Systems*, and *Journal of Systems and Information Technology*.

Artur Modliński is Head of Center for Artificial Intelligence and Cyber-communication Research, working also in Research Labs in Portugal, Italy, and Latvia. Artur is interested in using technologies such as artificial intelligence, robotic process automation, and metaverse for business development.

Minh Anh Nguyen is a final-year student at the University of Economics Ho Chi Minh City, majoring in Commercial Business. With a dynamic personality and strong diplomatic skills, she is passionate about exploring global opportunities and broadening her horizons. Her research interests are commercial, retail, and marketing.

Thi Hong Thu Nguyen is a Lecturer at the School of International Business and Marketing, University of Economics Ho Chi Minh City. She has a PhD from the University of Quebec in Montreal, Canada. Her research has appeared in *Journal of Education and Work*, *Journal of Asian Business and Economic Studies*, *International Journal of Knowledge Management Studies*, *International Journal of Education Economics and Development*, and several international conference proceedings such as ACFAS, ACBES, and SALT.

Trang Nguyen is currently working as a Lecturer at the School of International Business and Marketing, University of Economics Ho Chi Minh City, Vietnam. She received her Doctoral degree from the Institute of International Management, College of Management, National Cheng Kung University, Taiwan. Her studies have appeared in *Information and Management*, *Computers in Human Behavior*, *Internet Research*, *Journal of Electronic Commerce Research*, *Journal of Internet Commerce*, *Online Information Review*, *International Journal of Business Information Systems*, *Journal of Systems and Information Technology*, and several international conference proceedings.

San Nguyen-Ngoc got his Master's degree from French-Vietnamese Center for Management Education. He is working at the Thornton Tomassetti Vietnam. Her research interest includes green consumption and circular economy.

Zeynep Özsoy built her academic career in organization studies for more than 25 years. She studied business administration at Ankara University and sociology at Middle East Technical University. She is currently the acting Dean of Business School at Altınbaş University. The areas she is particularly interested in and has

written about include corporate governance practices of Turkish-listed companies, boards of directors, gender diversity, and alternative organizations. She is a member of European Group of Organisation Studies, Community Economics Research Network, and The International Centre of Research and Information on the Public, Social and Cooperative Economy.

Rysty Bozmanaevna Sartova is a candidate of economic sciences and Associate Professor at Al-Farabi Kazakh National University in Almaty, Kazakhstan. Her field of research is economics, management, marketing, and the logistics industry.

Mustafa Şenyücel is an Assistant Professor at the Business Administration Faculty of Haliç University. He studied Computer Engineering at Bahçeşehir University, mastered Engineering and Technology Management at Boğaziçi University, and completed his PhD at İstanbul Bilgi University. His area of work includes institutional pluralism and organizational field research of social issues as well as diversity management and inclusion practices at workplaces. He is a member of European Group of Organisation Studies.

Huynh Quang Canh Trinh (MSc) is a Lecturer in Logistics and Supply Chain Management at the School of International Business – Marketing, University of Economics Ho Chi Minh City (UEH). Before being a member of UEH, he has 10 years of experience in logistics, transport, and supply chain industries in Europe, and is also a member of the Vietnam Logistics Training Network, and Vietnam Association for Logistics Manpower Development. In MSc, he teaches international logistics, supply chain and operations management, and ERP. He holds a Master's degree in Logistics and Transport Management from ENOES EST Paris, France; a Master's degree in Procurement from INSEEC Paris, France; and a Master's degree in Management from Université Aix-Marseille, France.

Trinh Thuy Anh Vo is a third-year marketing student at the School of International Business, College of Business, University of Economics Ho Chi Minh City, Vietnam. She is dedicated to advancing her knowledge and skills in international business and marketing. As she progresses through her program, she is likely involved in various initiatives and projects aimed at understanding consumer behavior, brand management, and organizational marketing in the global market, particularly focusing on platforms like TikTok and Facebook, and developing effective marketing strategies.

FOREWORD BY FATIH ÇETIN

In this era of dynamic transformations in the workplace, the book *Future Workscapes: Strategic Insights and Innovations in Human Resources and Organizational Development* is a timely exploration of significant changes, offering valuable insights into the future of work. This book is a collaborative endeavor, drawing upon the expertise of scholars and practitioners from diverse backgrounds and geographical regions. It is organized into two main sections, each meticulously crafted to address critical aspects of the evolving work environment, human resource strategies, and organizational development.

The first section delves into the changing landscape of work, examining the impact of technological innovations, such as artificial intelligence and automation, on job roles and organizational structures. It also explores the implications of remote work and the gig economy, highlighting the need for adaptable and resilient workforce strategies. The second section focuses on human resource strategies, offering insights into effective talent management, employee engagement, and leadership development in the context of a rapidly changing workplace. It emphasizes the importance of fostering a culture of continuous learning and development to ensure that organizations remain competitive and employees are equipped with the skills needed for future challenges.

Future Workscapes is a guide for navigating the complexities of the modern work environment. It provides a comprehensive framework for understanding and responding to the multifaceted challenges and opportunities that lie ahead. Whether you are a human resources professional, an organizational leader, or a scholar in the field, this book offers invaluable perspectives and practical strategies for shaping the future of work. I highly acknowledge the authors for their invaluable contribution to the field of management and organizational studies.

Prof. Dr Fatih Çetin
Baskent University

This page intentionally left blank

FOREWORD BY IRENEUSZ DĄBROWSKI

Over the past decade, the world has witnessed unprecedented changes in the way we work, communicate, and interact within organizations. The advent of new technologies, coupled with shifting demographic patterns and global interconnectedness, has created both opportunities and challenges for organizations worldwide. *Future Workscapes: Strategic Insights and Innovations in Human Resources and Organizational Development* addresses these critical issues with a depth and breadth that is both insightful and actionable.

As a long-time practitioner in the field of organizational development, I have witnessed the rapid evolution of workplace dynamics. This book, expertly edited by Joanna Paliszkiewicz, Demet Varoğlu, and Olena Kulykovets, captures the essence of these changes through a series of well-researched and thought-provoking chapters. It provides a comprehensive overview of current trends and future directions in work environments, human resources (HR) strategies, and organizational structures.

The contributions in this book reflect a wide range of geographical and cultural perspectives, from the role of artificial intelligence in automation in Poland to the influence of digital transformation on logistics in Kazakhstan and from consumer behavior in Vietnam to strategic management theories in Turkey. This diversity not only enriches the content but also underlines the global nature of the challenges and solutions in the field of human resources.

I am confident that *Future Workscapes* will be a valuable resource for academics, business leaders, HR professionals, and policymakers. It provides a roadmap for navigating the complexities of the modern workplace and ensuring that organizations can thrive and adapt in the face of change. I commend the editors and contributors for their insightful contributions. I am honored to provide this foreword to a book that promises to be a cornerstone in the field of HR and organizational development.

Associate Professor, Dr Ireneusz Dąbrowski
SGH Warsaw School of Economics

This page intentionally left blank

PREFACE

In today's rapidly evolving world, the landscape of work is undergoing profound transformations. Technological advancements, shifts in societal norms, and globalization are redefining the way we approach human resources and organizational development. *Future Workscapes: Strategic Insights and Innovations in Human Resources and Organizational Development* is a comprehensive exploration of these dynamic changes, providing valuable insights into the future of work.

This book is a collaborative effort, bringing together the expertise of scholars and practitioners from diverse backgrounds and geographical regions. The contributions are organized into two main sections, each addressing critical aspects of the evolving work environment, human resource strategies, and organizational development.

The first section, "The Evolution of Work Environment," delves into the transformative impact of technology on workspaces and practices. Through diverse case studies and research, we explore the perception of autonomous machines, the rise of digital platforms in transportation, and the role of solidarity-based cooperatives in fostering inclusive workspaces. This section sets the stage for understanding how digital transformation and automation are reshaping traditional work environments.

The second section, "Human Resource Strategies and Organizational Development," focuses on the strategic aspects of managing human resources in this evolving landscape. We examine the intricacies of recruitment and selection practices, employee brand equity, and the alignment of strategic policies with organizational goals. This section also highlights the importance of understanding consumer behavior and networking site engagement in the digital age, providing valuable insights for practitioners and scholars alike.

As editors, we are privileged to present this collection of thought-provoking studies and innovative ideas. We believe that the insights and strategies discussed in this book will be invaluable for academics, practitioners, and students alike. By understanding and anticipating the future of work, we can better navigate the challenges and opportunities that lie ahead.

We extend our gratitude to all the contributors for their dedication and hard work. We hope that *Future Workscapes* will inspire new thinking and foster a deeper understanding of the strategic insights and innovations shaping the future of human resources and organizational development.

Joanna Paliszkiewicz, Demet Varoğlu and Olena Kulykovets
Editors

This page intentionally left blank

SECTION I

THE EVOLUTION OF WORK ENVIRONMENT

This page intentionally left blank

CHAPTER 1

LIMITATIONS OF TECHNO-EMPOWERMENT: MULTI-METHOD RESEARCH ON THE PERCEPTION OF AUTONOMOUS MACHINES IN HUMAN-CENTERED AND SUSTAINABLE AUTOMATION WITH ARTIFICIAL INTELLIGENCE

Artur Modliński[a], Joanna Kedziora[b] and Damian Kedziora[b,c]

[a]*University of Łódź, Poland*
[b]*LUT University, Finland*
[c]*Kozminski University, Poland*

ABSTRACT

Techno-empowerment refers to giving intelligent technology a decision-making power. It is a growing trend, with algorithms being developed to handle tasks like ordering products or investing in stocks without human consent. Nevertheless, people may feel averse to transfer decision-making autonomy to technology. Unfortunately, little attention was paid in the literature regarding what tasks people exclude from being performed autonomously by non-human

Future Workscapes: Strategic Insights and Innovations in Human Resources and Organizational Development
International Perspectives on Equality, Diversity and Inclusion, Volume 11A, 3–14

ISSN: 2051-2333/doi:10.1108/S2051-23332025000011A001

intelligent actors. Our chapter presents two qualitative studies: the first one examining what decisions people think autonomous technology (AT) should not make, and the another asking workers which tasks they would not transfer to AT. Results show people oppose AT making decisions when task is perceived as (a) requiring empathy, (b) human experience, (c) intuition, (d) complex, (e) potentially harming human life, (f) having long-term effects, (g) affecting personal space, or (h) leading to loss of control. Workers are not willing to delegate such tasks to AT they perceive as (1) time-consuming, (2) demanding social interaction, (3) providing pleasure, (4) difficult, (5) risky, and (6) responsible. Exclusions are driven by three types of perceived risks: material, contextual, and competitive.

Keywords: Techno-empowerment; autonomous agent; artificial intelligence; automation; sustainability; business management

INTRODUCTION

Artificial intelligence (AI), evolving since 1956, shapes industries and organizations (Akerkar, 2019; Kasabov, 2019). It replaces workers in repetitive tasks (Ratia et al., 2018; Siderska et al., 2024), aiding in control and prediction (Daugherty & Wilson, 2018). McKinsey (2020) reports widespread AI use, but concerns over unethical applications persist (Pariser, 2011; Strittmatter, 2019). Automation frees employees for creative tasks (Siderska et al., 2023; Ylä-Kujala et al., 2023), is scalable and cost-effective (Kedziora et al., 2021; Kumar & Balaramachandran, 2018), but may lead to demotivation and errors (Embi et al., 2004; Maslach, 2003), and yet raises fears of control loss (Parasuraman & Riley, 1997). Resistance to automation exists (Kedziora et al., 2024), driven by fear and "neo-luddism" (Gardenier, 2016). At the same time, the trend called "techno-empowerment" grows in prominence. Its main assumption is empowering non-human intelligent actors in decision-making autonomy (Modliński & Skowroński, 2023). Numerous start-ups (e.g., Atomic or Canopy) are developing the concept of autonomous finance which is based on techno-empowerment concept; their main idea is to allow algorithms to achieve a goal established by a human (e.g., a specific investment goal) through their own independent decisions, where it is human worker indicating the goal, while machine directs the path and decides how to achieve it (Milanovic, 2020).

As techno-empowerment develops, debates over software autonomy in decision-making and data control polarize public opinion (Daugherty & Wilson, 2018; Ellery, 2016; Fox, 2018). The scope of software's decision-making autonomy and its consequences for people and sustainability are lively discussed. In 2016, the incident in the computer game "Elite: Dangerous" has sparked public debate and controversy, when a self-developing, aggressive AI formulated such strong ships that non-AI players could not destroy on their own (Yin Poole, 2016). It triggered a debate on whether the creation of autonomous technology (AT) might lead to

a similar rebellion of software and hardware against humans in reality. Another lens of current debate is letting software decide what data they learn from. Now, it is humans who mainly regulate the source and quality of data that can be used by AI, as it can be taught both empathy and aggression (Daugherty & Wilson, 2018). For this reason, along with the development of AI, the profession of the so-called data hygienists, who decide what data to provide to display the intended behavior, is becoming more and more popular (Fox, 2018). This does not change the fact that resistance to decisions made by software is visible as it stems from various factors (Rotter, 1966; Turner, 2018). The analysis of articles available in the Scopus, Web of Science, and Google Scholar databases showed that there is no qualitative study that explores people's perceptions about the characteristics of decisions that should not be made by autonomous software. This chapter is a response to the identified gap.

Before starting the study, articles in the Scopus, Web of Science, and Google Scholar databases were analyzed (keywords: autonomous technology × task; autonomous technology × exclusion; autonomous technology × limitations; techno-empowerment × task; techno-empowerment × exclusion; techno-empowerment – limitations). Unfortunately, no articles were found for any of the keywords showing what decisions people perceive as inappropriate for software to make. For this reason, it was decided to conduct exploratory qualitative research, as a result of which our chapter (1) shows what decisions software should not make according to research participants, and (2) suggests reasons for such exclusions.

BACKGROUND AND DESCRIPTION OF STUDY 1

ATs are one of the most frequently mentioned innovations that are to shape the world around us in the upcoming decades. Skinner (2018) explored their expansion in financial markets; Tegmark (2017) noted their usefulness for aging societies, while Kurzweil (2005) assumed that their arrival is necessary for the pro-human development of strong AI. Nevertheless, research on autonomous systems is most often carried out on one specific type of technology – autonomous vehicles. A significant limitation is that other technologies, such as autonomous assistants or controllers, are not subject to research. From the point of view of synthetical posthumanism (Gladden, 2016), gaining a broader perspective on the emergence of new tools in the organization's environment becomes crucial to understand the phenomenon and plan their adoption. Hence, this exploratory research was adopted with the recommendations of Stebbins (2001), attempting to understand how people perceive ATs, what decisions they would not entrust them, and what is kernel of their opposition. Before the fieldwork, two research questions were formulated:

RQ1. What decisions do people refuse to entrust to software technology?

RQ2. Why people do not want to leave such decisions to software technology?

Research Procedure

In the initial study, 42 participants were tasked with identifying decisions they would never permit machines to make independently and providing reasons for their stance. Participants were selected randomly and their identities were anonymized using names generated from a random name book. Demographic information, including gender, age, and employment status, was collected (Table 1.1). An open-reflection questionnaire inspired by self-analysis works was employed as the research tool (Muchacka et al., 2013). Participants were given one week to contemplate the topic and complete the questionnaire, resulting in 31 responses. Eight individuals, all over 40 years old, declined to participate, asserting that AT should not make any decision without human approval. After completing the questionnaire, the research participants were invited for face-to-face interview explaining their choices. The sample deliberately included individuals of varying demographics to ensure diversity.

Table 1.1. Participants.

Lp.	Name	Gender	Age	Employment's Status
1	Jack	M	19	Not working
2	Serena	F	21	Working
3	Amanda	F	20	Not working
4	Dereck	M	22	Working
5	Stephanie	F	21	Not working
6	Martha	F	26	Working
7	Jessy	F	22	Not working
8	Kate	F	29	Working
9	John	M	26	Working
10	Marry	F	22	Not working
11	Harry	M	27	Working
12	Judy	F	23	Working
13	Daisy	F	22	Working
14	Sam	M	27	Working
15	Danny	M	22	Not working
16	Stacy	F	31	Working
17	Clark	M	27	Working
18	Lena	F	22	Not working
19	Macy	F	28	Working
20	Kira	F	32	Working
21	Betty	F	42	Working
22	Philip	M	34	Working
23	Tara	F	47	Working
24	Dustin	M	21	Working
25	Becky	F	23	Not working
26	Tina	F	22	Working
27	Berny	M	42	Working
28	Daisy	F	51	Working
29	Mathew	M	38	Working
30	Lucas	M	47	Working
31	Barbara	F	49	Working

Source: Self-study.

The youngest respondent was 19 years old, while the oldest was 51, with males comprising 39% of the sample. Saturation was reached after analyzing 15 of the 31 questionnaires, indicating that further participants would not provide substantially new insights (Saunders et al., 2018). Decisions excluded from machine autonomy were compiled, and common themes underlying these exclusions were identified, resulting in the creation of four nodes and seven sub-codes.

Results and Discussion

Our respondents identified four primary reasons for excluding AT from decision-making. First, they asserted the superiority of human decision-making (labeled "Human superiority"). Second, they argued against AT handling decisions perceived as complex (labeled "Situation complexity"). Third, they advocated against AT making decisions with significant consequences (labeled "Seriousness of outcome"). Last, they objected to AT involvement in private and sensitive matters (labeled "Intrusion into privacy"). These exclusions reflect deeper concerns related to perceived risk and distrust of AT. Subsequent paragraphs will delve into both direct and indirect reasons in detail.

Indirect Reasons for AT's Exclusion

Some of the decisions that people exclude from being made by AT have complex nature, so they may be classified as more than just one of four categories (Table 1.2).

Table 1.2. Reasons and Decision Types.

Node	Human Superiority		Situation Complexity	Seriousness of the Outcome		Intrusion into the Sphere of Privacy	
Subcode	(1) Demand empathy	(2) Need for human experience and intuition	(3) Concern ambiguous/ complex situations	(4) May harm human life	(5) Have long-term effects	(6) Concern human close surrounding/ territory	(7) Leads to the loss of control
Decision type	Transferring news		Driving a car	Storing hazardous substances		Political decisions	
	Hiring and firing people		Putting people in jail	Waging wars		Cleaning, designing space	Replication
	Treating, caring, diagnosing		Treating, caring, diagnosing			Planning, distributing, and scheduling human work	Storing and collecting data
	Imposing fines and/or arresting a suspect					Creating a game strategy in sports	Self-development
	Training/teaching human						Replication

Source: Self-study.

Human Superiority

The most frequently mentioned argument for why AT should not make particular decision was that humans may do it better. Two particular aspects of human superiority were visible in the statements: (1) empathy and (2) human experience and intuition:

> To take care of another being you need to understand emotions such as pain, love and empathy which machines are unable to fully understand and perform. I would never allow a machine to take care of a pet, child or an elder person because machines may understand basic needs of the being but will not give the reflective feelings. (Harry)

Empathy and intuition seem to be particularly important in special care contexts (elderly, children, disabled):

> Older people can also be for instance deaf or have problems with saying things which would cause problem in communication between the robot and the pensioner, because autonomous machines would not be able to read non-verbal signals and gestures. Robots are also not as gentle and tender as humans. (Amanda)

Such argument suggests that people feel the need to protect other people from being misunderstood and ignored. Moreover, for some people humans are superior to other entities due to their biological forms and the nature of relationships they build with other humans:

> If someone steals a car, he goes to jail. Well, it is not that easy as it may look like. We have different sentences for the same crimes and judged based on situation and testimonies is adjusting the decision during the trial. An autonomous machine could not put itself on a position of another human because it is not capable of understanding emotions. (Clark)

Situation Complexity

The anxiety among the participants is raising such decisions made by AT that concern complex and ambiguous situation:

> Sometimes decisions require seeing a bigger picture, looking beyond the standards and schemes, sometimes they need to be done immediately. Robots can analyse the data and make a decision basing on them, but in some situations the decisions have to be independent of everything. (Stephanie)

Such statement suggests that humans view machines as agents operating on the principle of absolute bipolarity. In the minds of some respondents, using machines to make decisions on complex issues may lead to failure, due to the fact that ATs are perceived as schematic and poorly adapting to changing environments:

> Robots cannot challenge themselves in the sense of finding different ways of performing a task they will continue operating using the same technics. (Jack)

Seriousness of the Decision's Outcome

The study participants explicitly refuse to allow AT to decide if such a decision could (1) harm humans or (2) have long-term effects on the environment. In the participants' statements, there is visible a common narration from sci-fi movies concerning machines waging wars: