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THE EFFECTS OF ARTIFICIAL INTELLIGENCE AND EMPLOYEE COLLABORATION ON BUSINESS PERFORMANCE - A LITERATURE REVIEW

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ABSTRACT

This study conducted a literature review on the effects of artificial intelligence and employee collaboration on business performance. A qualitative method was applied in conducting the research through the formation of structured interview questions, passed across Focused Group discussions, ranging from employees of Fets International Limited, Opay International Limited, UBA, and Refuge homes, who were also IT experts in their various organisations. The responses were collected as data through Focused Group Discussions (FGD). Findings revealed that artificial intelligence and employee collaboration have continually improved business performance by value addition and creating innovations to help develop new business strategies for effective decision-making.

Organisations are advised to adopt collaborative intelligence as it has unleashed technical solutions and improved efficiency in customer service relations and productivity thereby improving business performance. Organisations are also advised to invest in practical training to sustain a better collaboration of artificial intelligence and employees in the workspace, as this would create new opportunities for better decision-making, although it is argued that Artificial intelligence may introduce threats to job displacement, it is also appropriately capable of prompting interpersonal working collaboration with employees in a real-world working environment, to guarantee increased performance.

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1. Introduction

The emergence of artificial intelligence can be backdated to the 1950s when researchers began to look for alternatives and additional support on human intelligence, in addition to revolutionizing old machines used during organisational processes to achieve more efficiency and value. Before the introduction of artificial intelligence, human intelligence was the crux of every business development strategy and process in organisations. As time progressed in the growing digital world, it was found out that human intelligence became too overwhelmed in meeting up with system solutions, collection, and maintenance of data including its storage for future purposes, hence a need to find an improved solution to meet up with the business world. Business organisations began to struggle with the growing business world, hence a need to adopt a faster technology that could complement human intelligence and not replace them. Before the incidence of artificial intelligence, digital tools had never been impressive in the workplace as they were too mechanical and required a lot of manpower inputs and workforce to produce effective results. Hence, a need for those existing digital work tools in the form of machines/robots to be further upgraded and simplified through the development and interfaces of supporting human intelligence to complement human capabilities more simply and not replace them.

Furthermore, people started getting scared of the introduction of artificial intelligence, believing it would displace human intelligence in the workplace knowing its algorithms are more effective and tend to deliver speedily on set tasks as against human capacity which may sometimes be overwhelmed in the process of delivering feedbacks. According to Baker (2016), challenges such as a lack of the appropriate technical know-how may be experienced in successfully setting up AI to collaborate with human intelligence on some sophisticated tasks. The solution will be the need to adopt continuous learning and practical teachings on the processes of the collaborations, to avoid every discourse around the utilization of artificial intelligence. This paper focused on the collaboration between artificial intelligence and human intelligence coming into play for further technical developments in organisational processes, which would lead to improved business performance in every respective workplace.

2. Literature Review

Artificial intelligence

Artificial intelligence is an act of making machines smarter to do things that would naturally require human intelligence (Minsky, 1968). Artificial intelligence also referred to as (AI), can be further described as an adaptive technology that allows software or machines to successfully carry out job functions, having the required intelligence and capacity to respond adaptively to change and circumstances. The impact of AI is noted to have largely influenced the business world with good corporate models, innovations, and increasing transition processes, which have stimulated productivity in business performance.

Employee collaboration

Employee collaboration is the sum of a collective effort from members of an employee who synergize together to achieve a common goal in an organisation. Employee collaboration referred to as (EC) gives room for organisations to measure and manage talents to achieve their desired goals. The process goes by recognising individual effectiveness, strengths, and redefining every title role, to encourage the exchange of expertise amongst several functions, with a focus on improving organisational growth and improved business performance (Kinsey, 2006). The need for organisations to boost her collaborative effectiveness is key to networking amongst employees and the transfer of information. An improvement in collaborative productivity creates more opportunities to aid the right decision-making in business organisations. Business performance is the ability of a business to create key performance indicators and strategies to help measure its efficiency and effectiveness in executing

its organisational objectives and goals. Business performance referred to as (BI) allows the business to measure and track its expected targets, against the current status and reality of ongoing activities and deliverables at a particular time or phase.

Artificial intelligence (AI) and Employee Collaboration (CI)

This is a process of creating a collaborative workspace for cooperation where machines in the form of software or robots can work effectively with people. There has been a growing interest in pooling the resources of artificial intelligence and human intelligence to achieve greater value in organisations as it helps to improve the digital culture in a workspace, thereby improving efficiency and effectiveness on job assignments in organisations. Collaborating Artificial intelligence and Business performance is necessary, as it coordinates information technology with professional activities and core processes in organisations (Devaraj & Kohli, 2003; Nwamen, 2006). Artificial intelligence is said to have provided impacts that have fostered a better relationship between organisations and their existing customers, prospective customers, and all their business partners by creating opportunities for their operations to evolve (Lauterbach, 2019; Nwamen, 2006). CIGREF, 2016, 2018; Crews, 2019 stated that to improve productivity and develop new services, organisations will have to rely more on artificial intelligence to improve their business performance. Artificial intelligence must be critically involved in getting out the best of organisational performance, following its digital revolution which has already produced supremacy of data in every business activity where it is effectively applied. The advancement of AI has made what we used to have as data stores in centres or flash drives so obsolete, as the intelligence on the software/machines for artificial intelligence can readily produce data without recourse to confined storage facilities. The revolution of AI has been said to produce increasing efficiency on value propositions across business organisations, hence this study is an extension of other studies already established in research papers as captured, and it is said to analyse the effects of artificial intelligence on business performance and the business value of artificial intelligence across various business levels.

Artificial intelligence and Employee collaboration on business performance

The collaboration of artificial intelligence and employee intelligence has increased the efficiency of operations in business organisations thereby leading to improved business performance. Humans as (employees) are known to make more rational decisions from a wealth of knowledge and experience based on views from facts and evidence, hence collaborating with artificial intelligence will help business organisations optimise their processes thereby creating opportunities for better forecasting and planning capacity. It is also best for artificial intelligence to embrace employee collaboration with a common goal of improving business performance in a growing global digital world. Facts of truth reveal that some employees may feel highly uncomfortable with the implementation of artificial intelligence, as it is seen to replace the human factor in some specific job functions. A basic consideration of artificial intelligence in combination with employee collaboration is that artificial intelligence may have to kick-start processes to improve human intervention and rational thinking, which will lead to more effectiveness and efficiency in business practices. Artificial intelligence can also be made to carry out routine tasks to enhance the performance of human workers, thereby ensuring business productivity in organisations. (Poba- Nzaou et al-2021).

Theoretical Review

Knowledge-Based View

The Knowledge-based view (KBV) provides a stronger theoretical pinning from the Resource-based view (RBV) which is considered to have a stronger theoretical framework on the foundation of the study and is used to describe the primary construct (knowledge sharing) in the new context of aiding

AI-employee collaboration. This relies on tangible and intangible considerations, processed by realistic reactions and insightful ideas to help describe, analyse, synthesise and evaluate the fundamental and needful research objectives for the study.
According to some multidimensional approach that combines knowledge-based view (KBV) and Socio-technical systems theory (STS) to develop an AI-employee collaboration model, an organisation's performance is attributed to continually improving her use of digital technologies through artificial intelligence that helps automate human intelligence. This further reiterates the need for collaborative intelligence to improve business performance. In the process of conducting focused based group research within a certain number of employees, it was evidenced that artificial intelligence is the continued step in the growing world as participants of the group attested to having gained improved competence in capturing and analysing more accurate data whilst in collaboration with the algorithms of AI. Artificial intelligence and Employee collaboration are said to have increased the ability of employees to carry out their job functions optimally with the help of extended intelligence. A point to note is that some KBV and RBV advocates oppose the fact, that artificial intelligence as a stand-alone can foster creativity and offer advanced technological functions for improved business performance. (Eubanks, 2018). Bag. Et al (2020) argued that special artificial intelligence techniques without the support of human intelligence can effectively manage a large set of data if programmed on the same, thereby replacing the use of skilled professionals on a creative task such as high-tech engineering, as they make decisions which are often difficult to develop by human intelligence. Artificial intelligence remains a driving force in the workspace, as it has reshaped the process of work, and brought forth innovations and it is said to continually complement and enhance human competencies to achieve more efficiency in delivering its set goals and organisational targets (Mackenzie 2022). Evidenced-based facts show a gap in the synergy between artificial intelligence and employee collaboration in organisations, hence this review is to deeply understand its effects on business performance as a strategy to bridge and further develop practices and processes for an understanding of the harmonisation process required to effectively develop collaborative intelligence and improve business performance

Empirical Review

A Study by Chowdhury (2022) on AI-employee collaboration and business performance streamlined the effectiveness of the collaboration of artificial intelligence and human intelligence as having improved business performance through its improved value outcomes on productivity across organisations. The statistical data used was a primary survey capturing responses from structured interview questions from 164 UK-based employees working in the UK creative industries and the findings revealed that AI and Employee collaboration has a significant impact on business performance as it improves decision-making processes, thereby creating room for more innovation and unique strategies which would help to improve productivity. It is therefore recommended that organisations should practice more AI and Employee collaboration to impact performance and encourage teamwork for greater coordination and effectiveness.

Furthermore, a study by Chen (2022) on the impact of artificial intelligence on Firm performance revealed that artificial intelligence brings cost savings and helps in the improvement of quality productions aiding customer service improvements, The study was conducted by distributing questionnaires to 394 employees and data analysis was conducted from the structured questions and at the end of which it was discovered that business organisations can leverage more on artificial intelligence in collaborations with employee intelligence to achieve a robust competitive advantage in their workspace.

Mackenzie (2022) opined that artificial intelligence is revolutionising the workplace by enhancing human skills and collaboration for creative decision-making, communications, and effective delivery of projects, rather than a myth of AI replacing humans or causing displacement of jobs. A Study by

Nazareno (2021) on the impact of automation and artificial intelligence on worker well-being conducted among a set of 402 participants through five hypothetical channels discovered that employees facing automation risk experience less stress and difficult health conditions following exposure to the machine rays which may be detrimental to their health, hence a negative impact on Job satisfaction.

Research Method

The method of conducting the research was carried out through the focused group discussion and this was done through structured interview questions which were administered during the interview across 20 staff members of Fets International Limited where technological innovations are at the peak of global experiences and improved evolutions in the Fintech space. In other to validate the same, the structured interview questions were further shared with 20 employees in Opay International Limited, which is a business world where artificial intelligence works in collaboration with employees to automate processes in the workspace. To get a general overview of the perceptions of others not in the Fintech space but who have other artificial intelligence machines in their workspace in the form of robots/ software, the structured questions were administered to 15 staff members in UBA bank and further validated by 10 staff members from Refuge Mortgage homes, a financial institution advancing largely in Information technology through the adoption of artificial intelligence.

Conducting the research was explored from a wide range of structured questions in line with various truths or myths, surrounding artificial intelligence in collocation with employees and its effect on business performance. Collection of data from Focused Groups Discussions (FGD) deriving (evidenced based facts), cut across employees from technological organisations offered an added knowledge and learning process to help with more points for the study of this paper. Some of the structured questions were; what is artificial intelligence? What are the perceptions of employee collaboration? How will collaborating artificial intelligence and employees be perceived to be of value? What should be considered when collaborating artificial intelligence and employee intelligence? Is artificial intelligence in collaboration with employee intelligence a proven myth or truth? What is the effect of artificial intelligence and employee collaboration on business performance? What are the potential effects or challenges of collaborative intelligence and how does it affect business performance? What are the factors to be put in place to ensure an effective harmonisation of artificial intelligence and human intelligence?

Respondents included managers, departmental heads, and employees who were selected and interviewed alongside the Focused Group Discussions (FGD) to explore their unbiased perception of the effects of artificial intelligence and employee collaboration on business performance.
The reason why the Focused Group Discussion (FGD) was chosen was due to its expected efficiency in covering a maximum in-depth perspective on collaborative intelligence. The FGD offered an opportunity for dialogue, arguments, and conclusive feedback among the participants which led to a thorough understanding of the subject matter.

Discussions

The discussion supports both the theoretical and practical implications of artificial intelligence in collaboration with employee intelligence and its effect on business performance. Although some studies revealed that artificial intelligence requires the input of existing human intelligence to understand its team environment and coordinate with co-workers, it is also noted that human intelligence also requires the aid of artificial intelligence to establish every accuracy, speed, and efficiency required to carry out successful routines effectively.

Artificial intelligence in collaboration with human intelligence is needed for productiveness in

organisations, as it is continually expected to influence human leadership decision-making (Parry et al., 2016, Kaplan and Haenlein, 2019). Artificial intelligence can never replace human intelligence as humans are known to make flexible and rational decisions and those algorithms that have been configured for a particular function or unique set of task functions are meant to repeat in automation. Theoretically, the narrative from the adoption of AI, is that it may hurt Job displacement which shows that the theme of artificial intelligence and employee collaboration is less developed in various research papers. However, this research tends to inform the importance of AI-employee collaboration as having a progressive impact on creating and analysing more databases for decision-making processes, which will generally improve both business and employee productivity (Fleming, 2019, Makarius et al., 2020).

Analysing the context of Artificial intelligence in collaborating with human intelligence

Gupta (2021) asserted that artificial intelligence can help encourage productivity in organisations as it supports employees to capture more data and store the same data for future correspondences which will aid decision-making in organisations. It is often argued that introducing artificial intelligence into a workplace might cause bias because of the changes it will introduce and the uncertainty it will create in the attitude of the employees who may perceive the same as an introduction to the workspace to displace jobs. It is worthy of note that adopting artificial intelligence will positively change the way work processes are carried out in organisations if implemented into existing processes and the employees are well carried along through critical training about the algorithms to avoid conflict situations in the workspace (Soni 2020).

The AI-Employee Collaboration is a partnership of artificial intelligence and human intelligence that results in collaborative intelligence. The functionality largely depends on the competency framework which stems from its effectiveness as practiced in organisations. Organisations often find it difficult to combine artificial intelligence with employee collaboration (human intelligence)/ other existing processes, because of the lack of understanding on seamlessly developing the best processes to achieve the required collaborative intelligence (Amabile, 2020, Makarius et al.,2020). The evidenced-based fact also reveals that, on the path of employees, there is a limited expression of knowledge and understanding of the impact of AI on their job task which is due to their negative mindset, unwillingness to open up, limited AI skills, and lack of knowledge on the required expertise to aid alignment to the competency framework. It is therefore highly necessary to build upon existing literature to help a better understanding of the effects of artificial intelligence and employee collaboration on business performance, hence the subject research article.

A narrative of collaborative intelligence as a partnership of artificial intelligence and human intelligence, can be derived from the following analysis; Artificial intelligence has developed exponentially when compared to the last five years' following its growing relevance in our global world. During the recent COVID-19 phase, where organisations could not use their employees as previously engaged because of the contagious spread of the deadly virus, this further made artificial intelligence more needful, hence its establishment became a top priority for organisations. However, AI still requires employee collaboration to either kick start or end those technological processes, hence making it possible for the integration to work better which will further yield potential business productivity and an added impact on business performance as long as the collaboration is handled properly in organisational set-ups.

Furthermore, following the less explored opportunities of collaborative intelligence and the potential business impact on business performance, organisations require strategies to synchronise practices that will facilitate employees to embrace and adapt to the partnerships arising from this collaboration as it will bridge the gap drawn from the theoretical perspective, hence facilitating employee productivity and improvement in business performance.

The study is further built on various theoretical approaches which are set to provide administration strategies and experimental evidence on the factors that will influence AI-employee collaboration and how it will affect business performance. By analysing various theoretical approaches and building upon them, the paper would have answered our research question which is the effect of artificial intelligence and employee collaboration on business performance. An analysis of collaborative intelligence that provides genuine insights into the effects of artificial intelligence and employee collaboration on business performance can be best defined under the following narratives;
For the extraordinary to become the norm and to further deepen the context of the research made by (Seeber et al, 2020) and other variety of knowledge gatherings cut across multidimensional theories and experiences, AI-employee collaboration building on the existing research can be further considered as a technology that conceptualises the capabilities to develop organisational competencies by employing the concept of knowledge sharing and management strategies to influence AI-employee collaboration for a greater impact on business performance.

The empirical evidence from a wide range of data received from selected focused group discussions provides unique insight for developing collaborative intelligence by providing strategies such as AI being able to effectively prompt interpersonal working collaboration as one of the teammates in a workspace. The need for collaborative intelligence remains critical as it requires the deployment of high-level skills, thereby adopting deliberate training which will include upgrading skill sets and well-designed training programmes which will involve practical virtual visibility for managing both positive and negative outcomes during the progression of execution.

Challenges and potential effects of collaborative intelligence on business performance

The manufacturing, construction, medical services, banking industry, agricultural sector, and most service sectors have continually enjoyed the collaboration of artificial intelligence and employee collaboration by taking up joint task functions that are more complex than what ordinary human intelligence can handle in their space. This change has enhanced the industry process by encouraging increased productivity and performance. Although, some focused groups consulted in the cause of the interview debate that artificial intelligence will displace jobs as the organisation can use the AI algorithm to replace recurrent job functions being carried out by human intelligence, implying that there may not be any need for rational thinking in those repeated routine tasks which can be performed by AI, hence a threat of Job displacement on the concerned employees. AI is built to reciprocate human thinking but is also configured to surpass the way people work. Trust issues and anxiety can be developed in the process of collaborative intelligence between AI and an employee, as there are limits to which employees can perform a certain task that AI will effortlessly work on and deliver timely results. AI is implemented at work to improve performance and execution of tasks hence it is equipped to gather information from its environs and workspace to make decisions, solve problems, and undertake actions where human reasoning is required, thus encouraging productivity in organisations. (Von Krogh, 2018). The implementation of AI in organisations is seen to reduce workload and has continued to develop opportunities for digitalisation.

It is worthy of note that, increasing the use of digital technologies in a growing global world is a necessity. However, one of the greatest challenges is implementing the digitisation processes which adopt collaborative intelligence and guarantee a seamless integration of the business model into an organisation's administration, operations, and strategy formulation (Di Francesco and Maggi, 2020). A practical need for visible training from high-tech professionals who must communicate the visual practices to employees to avoid delays in the creation of new management strategies is key because technologies such as artificial intelligence tend to change the way, process, and practice of work.
Artificial intelligence reflects the future of work as it carries out job functions without bias and avoids possible limitations that could arise from human mistakes (Coulibaly et al., 2019). However, the

effects of AI and employee collaboration on business performance cannot be over-emphasised as it improves employees' engagement levels, helps employees learn better and further develops their skills, which further results in effective collaboration of Artificial intelligence and employee collaborations into systems and procedures to promote productivity and increase business performance.

Collaborating artificial intelligence and employee intelligence

Collaboration of Artificial intelligence and Human intelligence will allow leaders to focus on the personality traits, behaviours, attitudes, and customer service etiquette of their employees, which will encourage employee engagement and performance, while they leave the cognitive aspects of building data facts and information for the AI systems (Chang, 2020). This approach will make the business improve its operational efficiencies which would directly reflect on the bottom line. Understanding the implications and input of artificial intelligence whilst in collaboration with employees is needed for this research, as this will further help us answer the 'why question' to artificial intelligence and employee collaboration alongside its effect on business performance.
Schiff (2022) established the fact of artificial intelligence as the future work goal for every organisation transiting into modern-day technology. Evidenced-based facts reveal the procedures of artificial intelligence as effective, efficient, and reliable for better results. However, a lot of organisations have been found slacking in trying to train and upgrade the knowledge of their employees to effortlessly collaborate with artificial intelligence, hence a struggle in the interaction process which makes the process in some places difficult to co-operate as a team. Employee training on the collaboration process is needed to create a good methodology to practice procedures of connection between an employee and artificial intelligence for collaborative coordination. AI in collaboration with employee intelligence can deliver a better business strategy to support business decisions and further improve performance.

The importance of how artificial intelligence and humans can work together to achieve a task function cannot be overemphasised as they can proactively take up decision making which would further lead to the creation of various models of output required for business performance. Though many organisations use artificial intelligence to automate organisational processes which becomes a long-term goal plan for additional productivity, some other organisations deploy the same to gradually displace human intelligence; hence they will only see the short-term goals of the collaboration. Evidenced-based facts reveal that organisations that have collaborated with artificial intelligence and human intelligence tend to achieve the most significant improvements, in their business performance.
Artificial intelligence is seen to support human intelligence by breaking big data from the Internet of things, into useful information with clearer interpretation for general understanding. Employees are seen to have their strength in making sure a team works in absolute synergy and provides the right leadership ability for the required task function, however, the algorithms of artificial intelligence provide the required technical speed and other quantitative abilities to ensure full collaborative intelligence hence transforming business operations to being more productive.

Therefore, the findings from the study can be summarised as;

- Artificial intelligence is seen to support human intelligence by breaking big data from the Internet of Things, into useful information with clearer interpretation for general understanding
- Artificial intelligence reflects the future of work as it carries out job functions without bias and avoids possible limitations that could arise from human mistakes (Coulibaly et al., 2019).
- Collaboration of AI and HI will allow leaders to focus on the personality traits, behaviours, attitudes, and customer service etiquette of their employees, which will encourage employee

engagement and performance, while they leave the cognitive aspects of building data facts and information for the AI systems (Chang, 2020). This approach will make the business improve its operational efficiencies which would directly reflect on the bottom line.

- Evidence-based facts reveal that organisations that have created a clear connection between artificial intelligence and human intelligence tend to achieve the most significant improvements in their business performance.

Conclusions

Artificial intelligence in collaboration with employee intelligence has the right potential to improve business performance, however there are certain risks associated with the same which can be mitigated. Business Leaders must pay attention to employee attitudes or perceptions in collaborating with artificial intelligence as this is a key attribute in ensuring the collaborations work well as a team in actualising its creation. Although Artificial intelligence is perceived as a limitation in prompting interpersonal working skills in organisations, it is also appropriately capable of prompting interpersonal working collaboration with employees in a real-world working environment, to guarantee more responsive results, and more efficient data for business decision making, thereby increasing productivity on business performance.

Recommendation

The importance of artificial intelligence in a growing economy cannot be overemphasised in achieving effective productiveness on business performance. Organisations are advised to strategize better on collaborating Artificial intelligence and Human intelligence which results in collaborative intelligence, as this is the way forward for decision-making in a growing economy ready to build a better hybrid workforce to enhance business performance.
If the primary goal for organisations to go into collaborative intelligence is to enhance business value and performance and not to intentionally displace labour or job opportunities, there should be a very tactful and clear approach to communicating the organisations strategy with the appropriate value placed on human labour and dignity, and artificial intelligence should be re-iterated as complementary to human intelligence.

In harmonising artificial and human intelligence, there are factors that organisations must put in place to ensure an effective collaboration;

- The organisation should ensure that the artificial intelligence systems put in place are simple, responsive, and goal-oriented to enable human intelligence to flow seamlessly whilst becoming acquainted with the process.
- The need to dedicate a Chief Operating Officer in charge of supervising the collaborations and ensuring optimal efficiency in the existing business operations is key to its effectiveness.
- The preparedness for a culture change should be communicated to employees, alongside the needful training to be adopted for the active collaboration of artificial intelligence.
- The need for improved compliance and risk management practices to help maintain a high level of operational integrity is key in collaborative intelligence as they can monitor transactions, detect possible fraud activities, and manage risk by highlighting potential fraud issues.
- Motivations and rewards for the existing workforce which may be re-skilled to take up new roles and which is a plus to the organisation as this will build their employee's trust in the collaboration.
- The organisation needs to be proactive and at the forefront when entering into collaborative

intelligence if they must stay relevant in competition, as technology keeps advancing daily into newer models and new concepts of application. Hence, the urgency and budget to keep upgrading her wealth of knowledge to remain relevant in the competition.

Further studies could still focus on the present study using a larger population and a wider scope to achieve more dynamic findings whilst applying international and global coverage for the research. Other suggestions for further studies include;

- The effect of Artificial Intelligence in advancing possible innovations, and ensuring AI technologies collaborate with employee needs and values.
- A comparative analysis of cybersecurity effectiveness in banks that operate with AI and those that do not operate with AI in Nigeria.
- Analysing the potential of Artificial Intelligence in manipulating information that could distort employee collaboration/human intelligence.

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