Artificial Intelligence and Organizational Justice: Towards an Ethical and Equitable Coexistence

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ABSTRACT :

Artificial intelligence (AI) has become an innovative force in business and organizations, offering unprecedented opportunities. However, its use raises concerns related to organizational justice and ethical and social challenges. This article examines the implications of artificial intelligence on organizational justice and explores steps that can be taken to ensure an ethical and equitable coexistence between AI and organizational justice, highlighting implications for responsible use of these emerging technologies. The review will also examine the complex interplay between organizational justice, corporate social responsibility (CSR) and artificial intelligence (AI) in the context of contemporary organizations. Added to this are key issues related to justice in the design and implementation of AI systems, as well as the potential effects of AI on organizational justice.

Finally, the article outlines the challenges associated with AI in terms of transparency, bias, accountability, and employee involvement, as well as strategies for mitigating these challenges and promoting responsible use of AI in the context of organizational justice.

Finally, we propose strategies to promote effective synergy between organizational justice, CSR and AI to foster sustainable and ethical performance.

KEY WORDS :

- Artificial intelligence, organizational justice, CSR, sustainable performance, ethics, coexistence, equity.

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Introduction

The growing use of artificial intelligence (AI) in many fields has generated considerable interest in its implications and consequences. While AI offers significant opportunities for automation, optimization and advanced decision-making, this innovation also raises complex and multi-dimensional questions, particularly regarding ethics, responsibility and the impact on individuals within organizations. A reflection that prompts us to take a close look at the interaction between artificial intelligence and societal responsibility within a company whose vocation is to establish organizational justice. The latter has become a major preoccupation for researchers and practitioners alike and is recognized as a crucial element in the smooth running of organizations. The way in which employees perceive fairness and equal treatment within their work environment influences their motivation, commitment, and satisfaction. An important research topic for strategies implemented by top management and leaders.

In order to provide an objective, clear and synthetic vision, this article will present a review of the literature based on scientific publications, reports and theses dealing with the subject.

The main objective of this project is to identify the various facets linking artificial intelligence to organizational justice and CSR, and to examine in depth the interaction between these concepts. The article will also present the challenges and opportunities that arise when using AI in organizational contexts, with a focus on the impact on employees' perception of justice.

This is complemented by a reading of the ethical and social implications of this interaction, without forgetting to propose avenues for promoting the responsible use of AI while maintaining a culture of organizational justice. The conclusions drawn in this article are a logical continuation of the preparation of my thesis project, which focuses on the impact of organizational justice by exploring all the characteristics and concepts linked to the job market.

To address these points, it makes sense to raise questions relating to organizational justice and which this paper seeks to answer are as follows: **How can we qualify the interactions between organizational justice and artificial intelligence? To what extent does artificial intelligence affect employees' perception of fairness? What are the ethical and social challenges associated with the use of AI in organizational processes?**

To answer these questions, we need to draw up an outline divided into two parts. The first part highlights the definitions of the concepts to assimilate their evolution and. The second part presents the links between them, showing the cause-effect relationship, and the conclusions on the synergy of the concepts.

1. Definition of concepts:

In order to address the interplay between the various concepts, it is necessary to present a definition of organizational justice, CSR and artificial intelligence, in order to discuss the link between the concepts.

Organizational justice is a central concept in the field of work and organizational psychology. It refers to employees' perception of fairness and equality of treatment within their work environment (Larousse, 2020). When employees perceive these aspects as fair, they are more likely to feel engaged, motivated and satisfied with their work, which can lead to increased productivity and reduced turnover. This is a key concept in the field of organizational psychology and human resources management. It relates to employees' subjective perception of treatment within their work environment. Organizational justice encompasses various aspects, including distributive justice (fairness in the distribution of rewards), procedural justice (fairness in decision-making processes), interactional justice (fairness in social interactions) and informational justice (fairness in the communication of information):

- Distributive justice concerns perceived fairness in the distribution of resources, rewards and benefits among members of an organization. It is concerned with whether employees feel they are receiving a fair share of results, promotions, salaries, etc. A distribution perceived as inequitable can engender feelings of frustration and resentment, and damage employee satisfaction and commitment (Adams ,1965).

- Procedural justice focuses on the perceived fairness of decision-making processes and rules used within the organization. Employees assess whether procedures are transparent, impartial, participative and based on objective criteria. A procedure perceived as unfair can lead to a loss of trust in the organization and negative behaviors such as disengagement and resistance (Thibaut and Walker,1975).

- Interactional justice refers to perceived fairness in interactions between employees and authorities, supervisors or colleagues. It implies respect, openness, fairness in communication and treatment of individuals. The absence of interactional justice can lead to interpersonal conflict, a degraded work climate and deteriorating professional relationships (Greenberg,1993).

- Informational justice concerns the provision of clear, accurate and complete information to employees. Employees evaluate whether information is communicated in a transparent, accessible and timely manner. A lack of informational justice can lead to perceptions of opacity, lack of trust and disengagement (Greenberg,1993).

By integrating organizational justice into its corporate culture, an organization can strengthen its reputation as a responsible employer, attract and retain talent, while at the same time ensuring that the company's values are respected. improving its overall CSR performance. Several studies have demonstrated the positive effects of organizational justice on individual and organizational performance. When employees perceive that they are being treated fairly, they are more inclined to invest themselves in their work, be more productive and go the extra mile to achieve the organization's objectives. Moreover, organizational justice is associated with greater job satisfaction, better employee retention and reduced job stress. Organizational justice also plays a crucial role in employee well-being. When employees perceive high levels of justice, they are less likely to experience psychological injustice, burnout and disengagement. On the contrary, organizational justice fosters trust in the organization, a sense of belonging and self-esteem, all of which contribute to a better work-life balance.

Not far from organizational justice, CSR, or Corporate Social Responsibility, is a concept that refers to the voluntary commitment of companies to take social, environmental and economic issues into account in their activities and interactions with stakeholders. This involves complying with applicable laws, contributing to sustainable development, promoting employee well-being, taking into account the interests of local communities and preserving the environment. CSR aims to promote responsible and sustainable business practices, beyond the simple pursuit of financial profit. CSR is about creating shared value by integrating social and environmental concerns into corporate strategies, so as to generate economic benefits while contributing to the well-being of society (Michael PORTER and Mark KRAMER, 2011. There is a model of corporate social responsibility based on four dimensions: economic responsibility (generating profits), legal responsibility (complying with laws), ethical responsibility (adopting ethical behavior) and philanthropic responsibility (contributing to the well-being of society) (Archie CARROLL, 1991). BUCHHOLTZ also shared the same view, defining CSR as "the economic, legal, ethical and philanthropic expectations that society has of companies at a given time". These different definitions highlight the importance of companies considering economic, social, environmental, ethical and technological aspects in their practices and decisions. This thinking has led us to draw up a matrix for tracking innovations such as artificial intelligence.

As its name suggests, Artificial Intelligence (AI) is a field of computer science that aims to create systems capable of performing tasks that normally require human intelligence. AI can be defined as "the set of techniques that enable a machine to simulate human intelligence, in particular to learn, predict, make decisions and perceive the surrounding world" (Abrassart et al., 2018)

It refers to the design and development of machines and computer programs capable of simulating cognitive processes, such as learning, perception, reasoning, natural language comprehension and problem solving. The aim of AI is to enable machines to acquire knowledge, make decisions, perform tasks and interact with humans autonomously or semi-autonomously. AI comprises several subfields, such as machine learning, natural language processing, computer vision and expert systems.

2. Concept interactions

Research conducted to understand the effects of organizational justice has shown that it is closely linked to CSR principles. Organizations that adopt organizational justice practices demonstrate their commitment to social responsibility by creating fair and respectful work environments. Organizational justice can also foster responsible management practices, such as transparency, employee involvement and recognition of employee contributions. In this way, organizational justice enhances the organization's reputation as a responsible employer, attracting talent and contributing to the achievement of CSR objectives. The relationship between organizational justice and corporate social responsibility (CSR) lies in the fact that implementing justice practices within an organization can help strengthen its CSR performance.

On the other hand, CSR encompasses the practices and initiatives put in place by a company to integrate social, environmental and economic concerns into its business activities. This can include actions such as promoting diversity and inclusion or supporting local communities. When an organization adopts Organizational Justice practices, it creates a supportive work environment that promotes employee well-being. This can also translate into more responsible management practices, such as transparency, employee participation and recognition of their contributions. These values and behaviors aligned with organizational justice are often consistent with CSR principles (Julie Marques,2022). Unlike the two concepts previously described the relationship between organizational justice and artificial intelligence (AI) has not been widely explored by authors to date.

However, it is possible to consider certain perspectives. Organizational justice refers to how employees perceive fairness and equitable treatment within their organization. This includes aspects such as fair distribution of resources, fair performance appraisal, fair decision-making procedures, and respect for the dignity and rights of individuals.

When it comes to AI, its deployment in organizations can have implications for organizational justice. For example, if AI is used to automate decision-making processes such as recruitment, promotion, or performance appraisal, it's important to ensure that these systems are designed fairly and impartially, to avoid bias and discrimination. Increasingly used in organizations to automate processes, make complex decisions and improve operational efficiency, the integration of AI raises questions of organizational justice, as it can have implications for employee-perceived fairness.

The integration of AI into organizations is changing the landscape of organizational justice. AI systems can collect, analyzing and interpreting vast amounts of data, automating tasks and making decisions autonomously. This raises important questions about the transparency of AI decisions, algorithmic biases, the accountability of automated decisions and the impact on employees' perception of fairness. Understanding and managing these issues becomes essential to maintaining a fair and equitable organizational culture. By exploring this complex interplay, we aim to contribute to the understanding of AI's effects on organizational justice and provide practical guidance for policymakers and practitioners in human resource management and organizational development.Considering the link presentations specified by the researchers, many questions can be presented in the form of a benchmarking of contributions and critical points in its application within organizations. We therefore look at the various points of convergence and divergence identified by the researchers, which can be presented from different perspectives:

- **Transparency and explicability:** Some researchers stress the importance of transparency and accountability in the use of AI in organizational justice. One of the challenges of AI is often linked to the opacity of its decisions. When employees are subject to automated decisions made by AI systems, it is essential to ensure transparency and explanation of these decisions. Employees need to understand how decisions are made in order to perceive their treatment as fair (Langer & König, 2021).

- **Bias in AI:** scientists highlight concerns about bias and ethics in the use of AI. The latter can reflect biases present in training data and thus create discriminations. AI is trained on historical data, which can lead to discrimination if the training data itself is biased. As a result, decisions made by AI systems can reproduce and amplify existing inequalities. It is crucial to ensure that AI models are ethical and fair, by identifying and mitigating potential biases (Kate Crawford, 2011).

- **Participation and inclusion:** researchers generally agree that AI will lead to significant changes in the practices and skills required. The introduction of AI may lead to organizational changes and job restructuring. It is essential to involve employees in the AI implementation process, giving them the opportunity to participate in decisions and taking

their concerns into account. Meaningful employee participation can contribute to a more equitable perception of the introduction of AI.

- **Managing social consequences:** AI-driven automation can lead to job cuts or changes in employees' tasks and responsibilities. It is important to manage these social consequences fairly, by offering training and professional retraining, as well as ensuring a fair transition for affected employees.

- **Responsibility and accountability:** Organizations must be accountable for the decisions made by their AI systems. This means establishing accountability mechanisms to assess the impacts of AI on employees, monitoring automated decisions and taking corrective action in the event of harm or injustice.

Alongside the advantages of this innovation, which is still being researched, and whose prospects may evolve as new knowledge and technologies are developed, there are still technical and social limits to algorithmic management systems, which may bias their decisions or diminish their quality (Rosenblat et al., 2017), and the opacity of algorithmic management systems, i.e. their "potential incomprehensibility to human reasoning" (Danaher, 2016, p. 246), can lead to misunderstandings in the distribution of resources (Kellogg et al., 2020).

Today, no one can deny that artificial intelligence has become ubiquitous in organizations, affecting aspects such as decision-making, human resource management, personalized marketing and many others. It's a challenge that's prompting leaders to mobilize through a strategy to ensure responsible use of AI in organizational justice. Inspired by the models cited by researchers in the treatment of artificial intelligence in organizational justice. It seems appropriate to us to direct our attention to the policies adopted along the following lines:

- **Develop clear ethical guidelines:** Establish clear ethical guidelines for the use of AI in organizational justice. These guidelines should ensure fairness, transparency, confidentiality and accountability throughout the process. They should also address issues of bias and algorithmic discrimination. Involve ethics experts, lawyers and relevant stakeholders to develop these guidelines in a participatory way.

- **Train AI users:** adequate training for organizational justice professionals on the use of AI will be necessary. This training must include an understanding of AI's limitations and potential biases, as well as the skills needed to correctly interpret results and make informed decisions. It is important to emphasize that AI should not replace human judgment, but rather complement it.

- **Set up control and accountability mechanisms:** Establish control mechanisms to regularly monitor and evaluate the use of AI in organizational justice. This can include regular audits, independent reviews and impact assessments on employee rights. You also need to ensure that you have mechanisms in place to correct errors, deal with complaints and take disciplinary action in the event of AI misuse.

By following this strategy, it is possible to promote the responsible use of AI in organizational justice, ensuring fairness, transparency and the protection of the fundamental rights of the individuals involved. It is also about emphasizing that the use of AI in organizational justice presents both potential benefits and ethical challenges. A balanced and thoughtful approach, incorporating control mechanisms, transparency and training, is essential to maximize the benefits of AI while preserving the fundamental principles of justice and fairness in organizations.

Conclusion

Organizational justice is an essential concept for understanding work and organizational dynamics. Organizations that promote organizational justice benefit from improved performance, better employee retention and a positive reputation as a responsible employer. It is therefore crucial for executives and human resources managers to recognize the importance of organizational justice, and to implement policies and practices that promote fair and equal treatment within their organization.

However, artificial intelligence presents both opportunities and challenges for organizational justice. By adopting a proactive approach focused on transparency, fairness, accountability and employee participation, organizations can create an environment where AI and organizational justice coexist ethically and equitably. This coexistence will maximize the benefits of AI while preserving the core values of justice and fairness within organizations. In this article we have tried to explore in summary, the relationship between organizational justice and AI mainly concerns the impact of AI use on fairness and equitable treatment of employees within organizations. After reviewing the evolution of research in this field, we have drawn several conclusions, including the following:

- The impact of AI on the establishment of organizational justice: artificial intelligence is an innovation that improves the efficiency and accuracy of the various dimensions of organizational justice.
- The limits of this innovation: this innovation is made up of a database that can generate biases, a truth that confirms the role of the human in monitoring.
- Awareness of the measures of good strategic human resource management is a necessity to get the best out of this link.

In terms of conclusion, the integration of AI in the field of organizational justice presents considerable potential for improving efficiency, objectivity and access to justice. However, it is crucial to address the ethical and liability issues associated with the use of AI in this context to ensure that judicial decisions remain fair, transparent and respectful of individual rights. It is essential to design and use AI in a way that preserves and reinforces the principles of organizational justice.

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