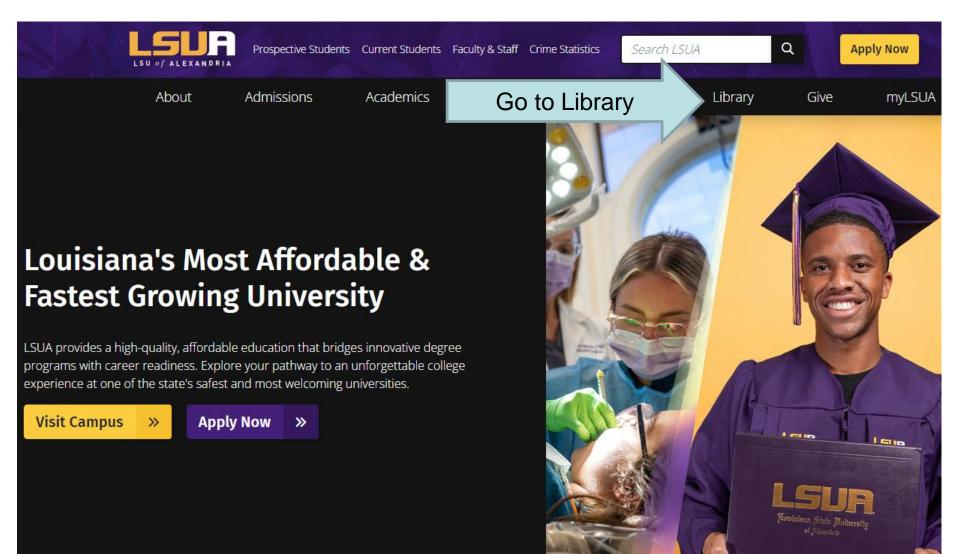


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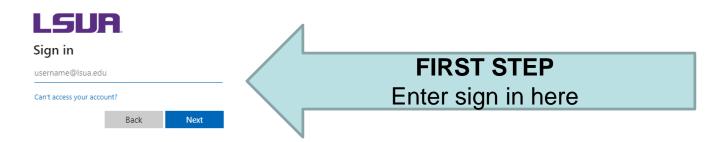
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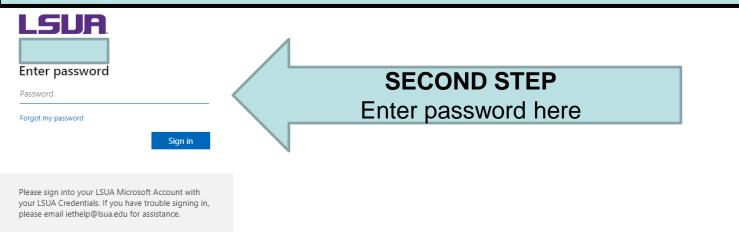
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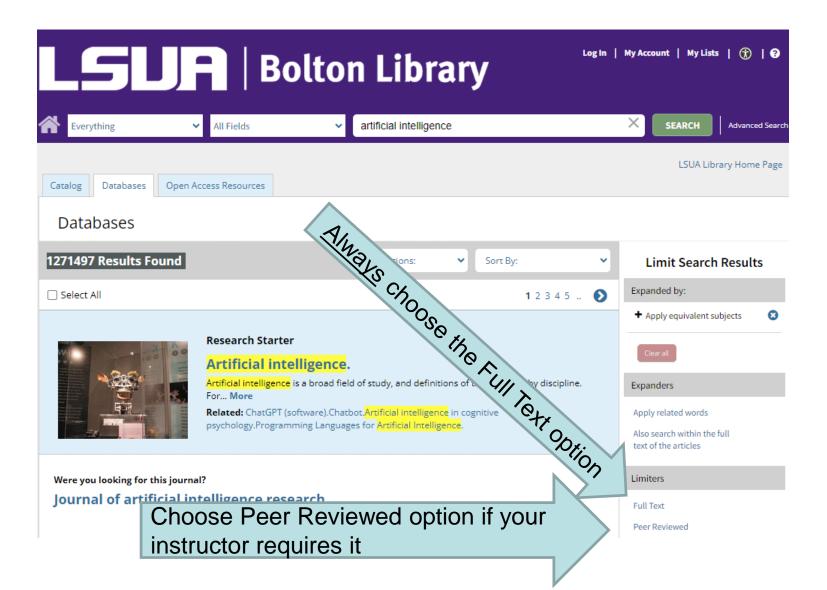
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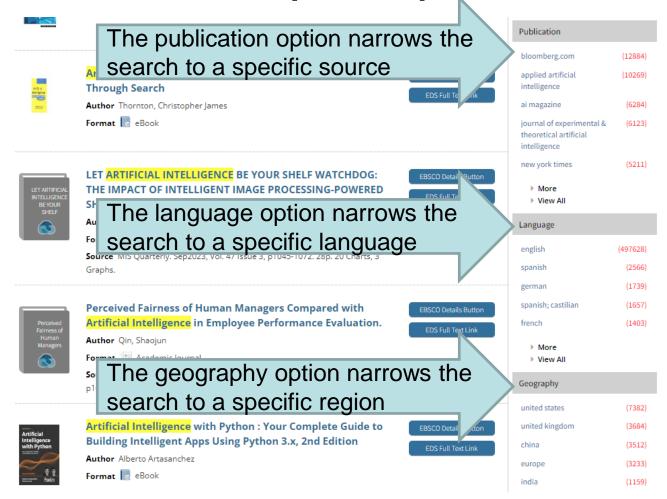
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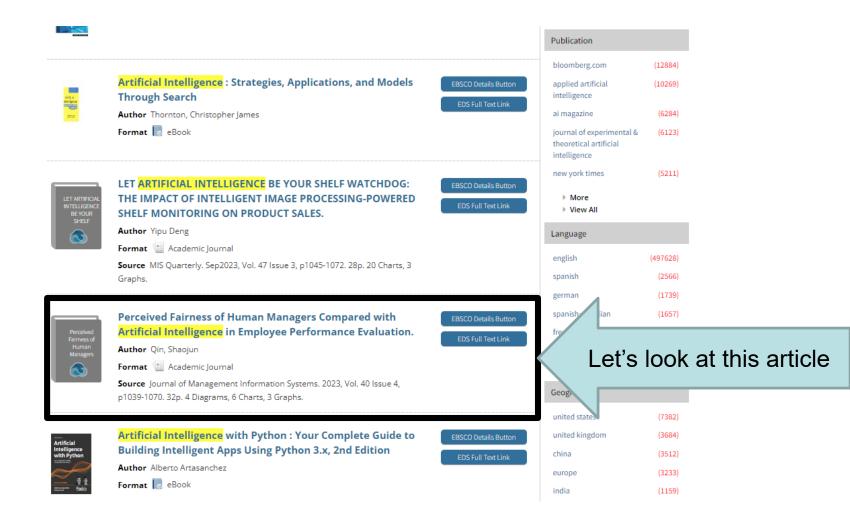
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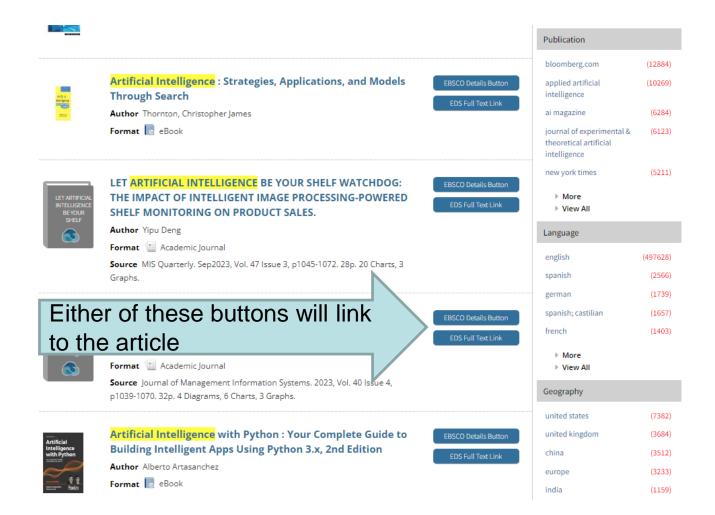
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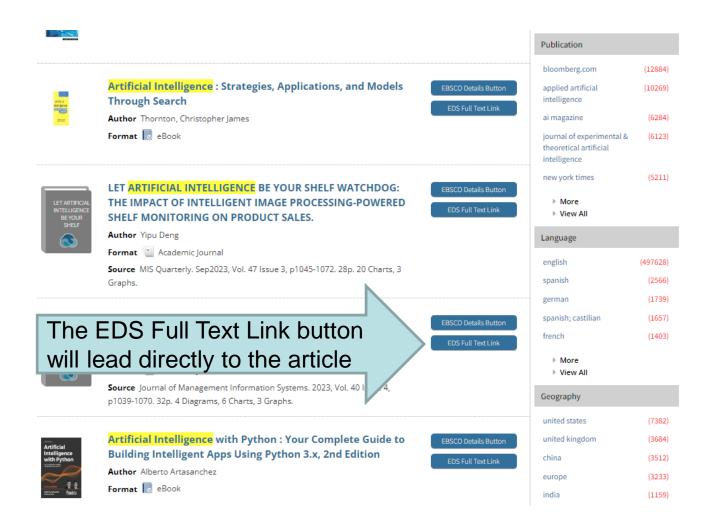
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Perceived Fairness of Human Managers Compared with Artificial Intelligence in Employee Performance Evaluation

Shaojun (Marco) Qin<sup>a</sup>, Nan Jia<sup>b</sup>, Xueming Luo<sup>a</sup>, Chengcheng Liao<sup>c</sup>, and Ziyao Huang<sup>c</sup>

<sup>a</sup>Fox School of Business, Temple University, Philadelphia, PA, USA; <sup>b</sup>Marshall School of Business, University of Southern California, Los Angeles, CA, USA; <sup>c</sup>Business School Sichuan University, Chengdu, P. R. China

#### ABSTRACT

Human managers are increasingly challenged by artificial intelligence (AI) technologies in performing managerial functions. We undertook a field experiment that used AI vis-à-vis human managers to perform structured, data-intensive evaluations of employee performance. We generate two sets of insights. First, employees considered AI to be both fairer and more accurate in evaluating their performance than the average human manager. Second, to catch up with Al, human managers' fairness perceived by employees played a first-order role by (a) helping human managers, to a greater extent than those managers' evaluation accuracy, to close the performance gap of the employees evaluated by them compared with that of those evaluated by AI, and (b) constraining the effect of human managers' perceived accuracy of evaluations on employees' performance. Thus, facing the competition from AI, it is all the more important for human managers to treat employees fairly and build positive interpersonal relationships with employees.

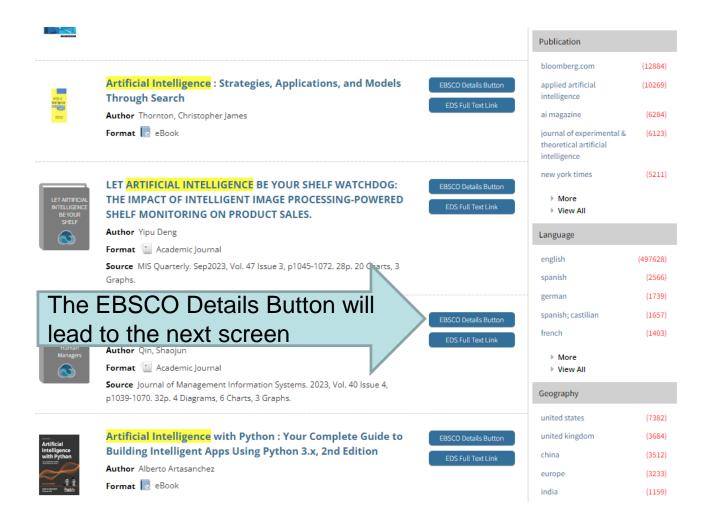
#### Introduction

Rapid technological advancement in organizations, particularly the burgeoning applications of artificial intelligence (AI) technologies in the workplace, has created an urgent need for scholars and practitioners to rethink the future of work and workplace dynamics [7, 9, 17, 21, 35, 57, 62, 75]. Researchers have applauded AI for its strong capabilities in conducting data analysis and making statistical predictions, resulting in higher accuracy in carrying out data-intensive tasks in managing organizations [70] and thus threatening to

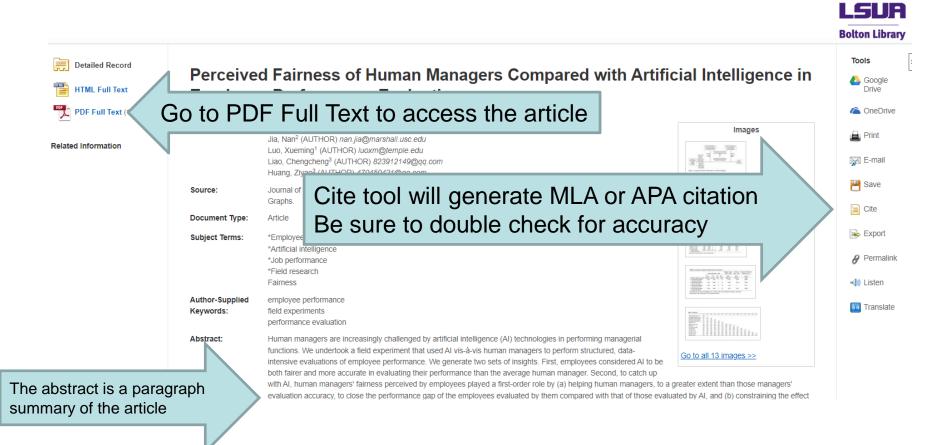
#### KEYWORDS

Artificial intelligence; employee performance; field experiments; performance evaluation

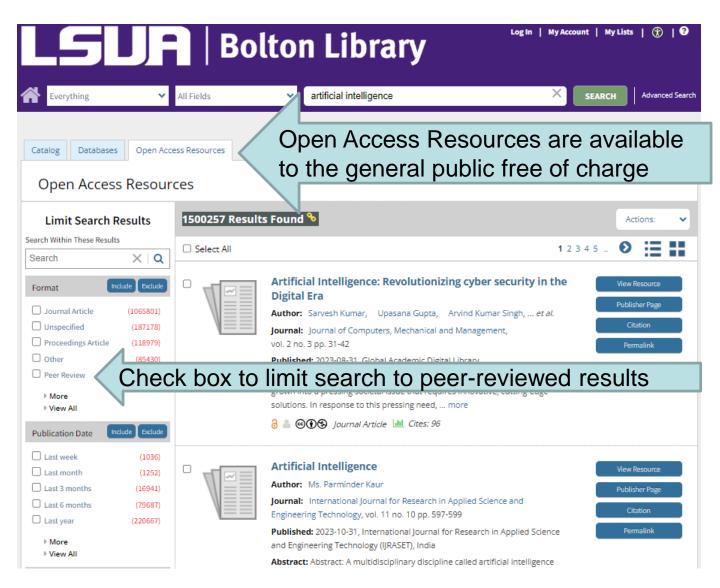
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