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A Need to Balance Between Human Behaviour & Artificial Intelligence

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ABSTRACT

In the study, the crucial theme is artificial intelligence (AI) and its complex relationship with human behavior. Employing a quantitative research design, the study surveyed 504 employees from various organizations utilizing AI. Data was collected using structured questionnaires focusing on perceptions of AI's effects. The collected data was analysed using SPSS software, developed by IBM. Through the, a number of statistical tests such as reliability analysis, descriptive statistics, spearman's correlation and ordinal regression was applied in order to analyse the dataset. The study thus confirms the hypothesis that the AI integration in the workplace boosts the efficiency and productivity of employees since their responsibilities are rationed and they are given insights and assistance in decision making. However, contrary to expectations, the employment of AI does not eliminate or minimize work stress or pressure. The means that, it did not influence the stress levels because of difficulties in transitioning to such technologies and pressure for high performance while using AI tools. The study also shows that there is negligible impact of AI integration on the personality traits and attitude of the employees which gives paramount evidence that the nature and basic characters of the people do not change due to the implementation of AI technology. On the positive side AI also provides the basis for continuous skill enhancement, where employees can acquire new skills as well as fine-tune their existing skills that is essential in a rapidly changing environment for employees' growth on the career ladder. Job Suitability influenced by productivity, skills Training and Development, and attitudes towards work has got a stronger impact on job satisfaction. The comprehensive insight can be considered a useful resource for any organization that is attempting to incorporate AI while ensuring a positive company climate. Such outcomes of AI utilization in the organization's processes should demonstrate the necessity of organizations adopting a multi-faceted approach that will address both the technical side of implementing AI and also the psychological and emotional states of the employees.

CHAPTER I:
INTRODUCTION

1.1 Introduction

The Coronavirus disease 2019 epidemic, political instability, and climate change are only a few of the worldwide issues that European society views, discusses, and responds to in relation to information and communication technologies (ICTs). While emerging technologies are seen as dangers to our ability to coexist in a changing social context, they may also hold the key to comprehending and resolving such issues.

For instance, AI has sped up the process of creating new medical breakthroughs, but it's also well-known that unchecked AI poses serious threats to humanity. AI in vocational or educational training could

determine a person's education and career route (e.g., exam scoring). The EU has proposed AI legislation and a legal framework to address the issue. To build a reliable AI, the proposed rules are an important first step. Even though the great majority of AI systems are not dangerous and have the ability to solve many societal problems, it is crucial to use caution while interacting with certain of them to avoid unintended consequences. Developers face a variety of difficulties while using AI algorithms for learning, from dependability and believability to data sensitivity. The study of Explainable Artificial Intelligence (XAI) is the result of this methodology. Researchers in the field work to evaluate and explain AI system decision-making (Wang and Chung, 2022). These artificial intelligence systems should be tested in real-world scenarios, and their applicability should be evaluated under professional supervision. The researchers and experts working in the sector should focus on testing these systems. An essential aspect to take into account (Orsoni et al., 2023). AI systems will carry on to have a substantial impact on how we approach big challenges, go about our daily route in, learn, and change our behaviour (Gillath et al., 2021). institutions must adapt their educational programmes to see the anxieties of an increasingly numeral society and an increasingly complex and ever-changing job market. Future workers (today's students) are expected to cultivate skills like problem-solving, critical thinking, teamwork and communication, as these talents greatly influence innovation growth and the usage of AI systems, according to certain studies (Chen, Chen and Lin, 2020; Araz Bozkrut, 2023). To prevent the risks of dysfunctional use of growing technologies, both present and future generations of workforces must be trained for their functional use—that is, a use that supports knowledge, skills, personal, and social progress. However, the European educational framework does not consistently tackle the topic of AI in instruction, sometimes known as the "digitalization of education," or its usage and reflection. Neither is it subject to automated assessment that is standardised or even enhanced by technology and would give stakeholders like policymakers, school boards, parents, and head teacher’s immediate feedback.

From the perspective of ethics, it is crucial to focus on what kinds of actions can and cannot build such a system (like schools), particularly in light of the fact that these kinds of actions now affect people (Langer and Landers, 2021). The European Union has set norms and principles to control how people and AI systems interact because of these reasons. Ensuring that people feel comfortable and acquire confidence in the technology even in schools is the aim. We need to include the robot side, which is now the best use for AI, to what has been covered thus far. The Developmental Robotics approach states that we need to provide artificial intelligence systems a body side that enables them to learn from interactions with their surroundings if we hope to produce systems that grow in the similar form and stages as human development. It is possible for artificial intelligence robots to modify their behaviour style in order to conform to the zone of proximal development of humans when they interact with people who are at different stages of development. As contrast to working alone, the Vygotskian idea describes the possibility of human advancement that occurs when individuals interact with more experienced persons. Investigations that make use of sociocognitive conflict (Benvenuti and Mazzoni, 2020; Mazzoni and Benvenuti, 2015) has brought attention to the significance of relations, and more specifically, the value of discussing and negotiating diverse viewpoints in order to integrate more sophisticated solutions to difficult problems. Research in these areas, along with social creativity, networked flow dynamics, and divergent thinking, has led to the creation of a vision for robot/AI systems that can mimic human cognitive development and enhance human knowledge and abilities to an equal or greater extent than a human partner could.

1.2 Concept of Artificial Intelligence

Imagine a society in which the distinction between humans and machines disappears, where soul and silicon chip are fused, and where technology and humanity coexist harmoniously. No, that's artificial intelligence; it's not a dream. Mead and Kurzweil (2006) Here we are talking about AI which is the most surprising advancement in the arena of technology, which is the foundation of Forth Industrial Revolution. It is dramatically changing the globe. The technology has potential to redefine and to disrupt the world like anything. AI or Artificial Intelligence, the name brings in various thoughts to our minds- pictures & images from robot's armies trying to destroy humanity to entertaining images of Alexa exploring someone's trivial queries. The phrase has become common everywhere to explain innumerable forms of advanced technology (Meske et al., 2022).

It stands for smart machines that have the qualities like "decision making, speech recognition, face recognition, language translation, sentiment analysis, visual perception, and reactive to its surrounding environment", in reality something more than these qualities (The Oxford Dictionary)." Theologians believe God granted everlasting souls only to people, hence machines and animals can never think like humans. With the rise of AI in the twenty-first century, there is current discussion about God's creation of the soul." If God created beings and their souls, is it conceivable for AI-enabled man-made robots to possess a soul" (Turing, 1950).

AI program is based on two main foundations: a knowledge base & an inference capability that is deriving inferences based on logic and prior information. A knowledge base is comprised of many different distinct bits of information, facts, concepts, theories & relationship. All of which are relevant to a certain job or aspect of the universe. A knowledge base and an inference capability, i.e., deriving inferences based on logic and prior information, are the foundations of all Artificial Intelligence computer programmes. A knowledge base is comprised of many different distinct bits of information—facts, concepts, theories, methods, and relationships—all of which are relevant to a certain job or aspect of the world.

Still emerging as a branch of computer science, artificial intelligence aims at the process of endowing the computer with the capacity to make decisions regarding roles that are appropriate perpetually. It approves of the computer science inclination towards algorithms rather than behavioural data, synthesis rather than analysis, and engineering (the "how to do") rather than science. In essence, the conception of such an abstract equipment for the analysis of information processing is intrinsic to AI (Nilsson, 1980). It begs the question of how a slow, small brain—whether electronic or human—can see, understand, foretell, and control a cosmos that is many times bigger and more complicated than itself. AI covers a vast array of subfields, from vision and logical reasoning to playing chess, proving mathematical theorems, creating poetry, and disease diagnosis, among many others (Russell and Norivg, 2021).

Artificial intelligence as a technique is increasingly being employed in computer programming as a discipline in engineering and study. In essence, it's the same as trying to figure out how humans think using computers, except that the technology may accomplish more than simply look at biological data.

Evolution of Artificial Intelligence

Four significant revolutions have taken place around the world, and they have altered civilization more than anything else. The steam engine revolution in 1784 was the first, followed by the electrical revolution in 1870. third one was in 1969 when information technology hit the world and the last one is Artificial Intelligence, which is known as Fourth Industrial Revolution that we are currently witnessing. The present revolutionary age is rooted with automation and whole world wide connectivity which requires technology like Artificial Intelligence (Radanliev et al. 2022).

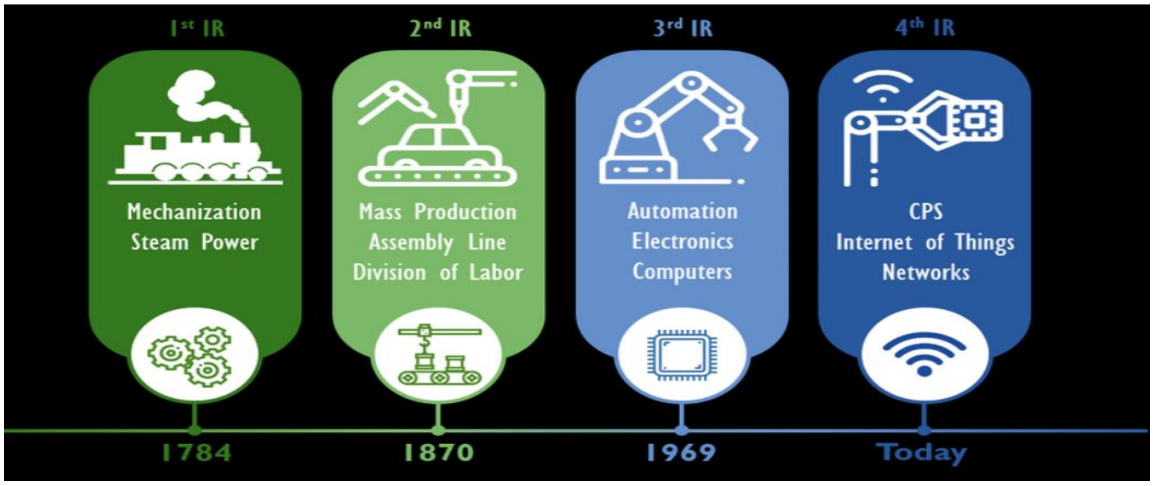


Figure 1.1 The Four Industrial Revolutions (IR) (Source: South, 2019)

The aim of having non-biological intelligence is there with us since decades. Darwin propounded some major theories related to biological agents' "Intelligence" is also arisen through the "Darwinian Evolutionary Process". Now the natural intelligence is going to be replaced by "Artificial" with the help of computers and engineering (Spector, 2006). The history of AI seconds with fantasies, promises, dreams and possibilities. Even after extensive research, AI remains one of the most elusive subjects in computing and engineering. Here the topic Evolution highlights major historical timelines of AI- from theory to practices, from birth to unprecedented growth, from rise to fall.

John McCarthy initially used the term AI in 1956, at Dartmouth Research Project, New Hampshire, where the principle of AI was conceptualized. But the idea to understand whether "machines can think" started long before. In 1945 Bush talked about a system that shows human's understanding and knowledge. In 1950 Alan Turing, Father of computer science, an English mathematician, presented a paper "Computing Machinery & Intelligence" that opened the door for the field called of artificial intelligence". The paper was surrounded by a simple question of whether machines can think. On this basis, he 7 developed the pragmatic approach known as "The Turing Test (A model for measuring intelligence)" makes the assumption that a computer is capable of conversing and answering questions in a fashion that would lead a human to believe that the computer is a man. A long-term and primary objective for AI development is the Turing test. A technique for determining whether machines are capable of intelligent thought and behaviour is the Turing test (Smith and Nobanee, 2020).

In the same year 1950, Claude Shannon propounded the concept of a machine that could be taught to play chess. AI research steadily progressed in last 60 years, the promises of early proponents of AI were over optimistic. The gave birth to a new term called "AI Winter" firstly used by (American Association of Artificial Intelligence), which stands for reduced interest and funding in AI during 1970. Following the conclusion of AI winter in 1990, more funding and interest in the field led to advancements in processing power and data storage. In 1997, IBM created "Deep Blue," a computer that used a particular force to defeat World Chess Champion Gary Kasparove. The computer was able to calculate 330 million chess positions per second. In year 1995, AI had a major step with the development of "Artificial Linguistic Internet Computer Entity" by Richard Wallace.

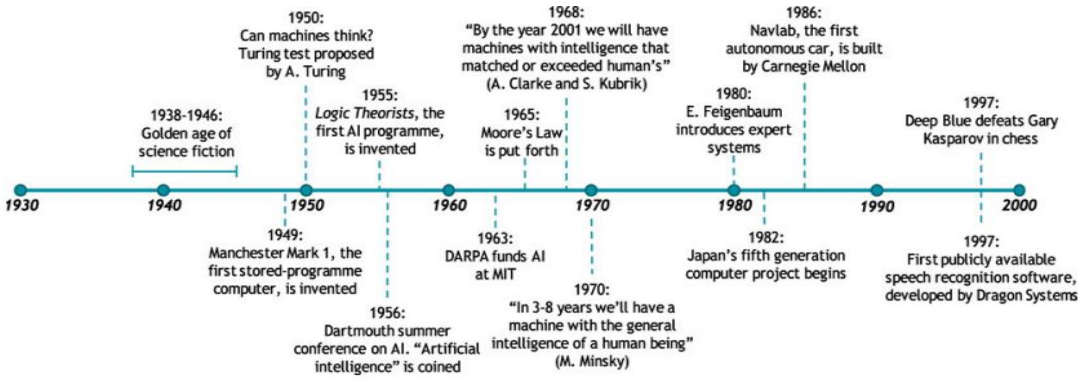


Figure 1.2 History of Artificial Intelligence (Source: Cardi and Green, 2019)

In 2015 Alphabet's "Deep Mind" software was launched to play the old game; it used 8 artificial neural networks. Known in 2016 the Alpha Go was unveiled that was able to defeat the world champion (Semenov, 2023). The history of AI can be divided in following eras to show what AI progress actually took place in the particular time period.

Alan Turing hoped that by year 2000 Turing test would be passed by the computers, which hasn't been realized till now. Despite all the advancements in data, computation and technology, no computer has passed the test yet, Moore Law of increasing computational power has not been the driving factor in Turing Test (Smith and Nobanee, 2020).

- **The Rise of AI in Organizations**

The utilize of AI is quickly permeating every feature of people's everyday lives. It permeates many aspects of life and is constantly improving in its powers. Among the many potential ways in which AI might benefit humanity are the following: the automation of dangerous or tedious work; the mitigation of emergencies; the provision of amusement and the amelioration of everyday hardships. Credit card network fraud detection, medical diagnostic assistance, high-frequency stock trading, and cybersecurity threat detection are just a few examples of the complex, data-intensive activities that AI systems do. Robots powered by artificial intelligence will soon be a common sight in our daily lives, whether in the service industry, transportation, healthcare, or the military. No matter how hard people try, they just can't seem to agree on how AI will impact society or even on what AI can do. First of all, the focus is made on the perspective of observing the impacts of AI envisioned in the effects of employment market in Europe. To ensure the qualification effectively is put to safe, useful, and equitable use more and more people are coming to recognize that we must take responsibility for artificial intelligence. The requires figuring out where AI stands legally and thinking about the moral implications of machine decisions. These include self-driving cars, companion robots, healthcare robots, and algorithms that use ratings and profiles. Proper planning, creation, and deployment of these systems is crucial. For these uses, AI reasoning needs to be transparent, explain its thinking, take into consideration societal norms and moral and ethical concerns, and rank the importance of stakeholders' values in different multicultural contexts. In light of the ever-changing socio-technical reality, a reevaluation of agency and an entirely new ethical framework are necessary to address these and related questions. We can get a broader understanding of ethics by programming robots to do ethical tasks. To build AI in a responsible way, developers must be able to identify and articulate human values, convert those values into technological requirements, deal with ethical dilemmas and value preferences, and assess systems according to how well they improve people's lives. Recent developments in autonomy and machine learning are quickly empowering AI systems to act

and make decisions independently of human oversight. Despite the fundamental differences between computers and humans, more autonomy must be accompanied by greater accountability. Responsible system construction helps us trust them; the requires openness (knowing how systems make decisions and what data is used, gathered, and managed) and accountability (being able to explain and defend actions)(Dignum, 2017).

The ever-increasing capabilities of IT have made digital work the standard in many companies. Workers will need to adjust to new forms of work that put more emphasis on technology and less on face-to-face communication. Still, individuals can't carry out their jobs with the same level of conviction and belief due to these new ways of functioning. Workplace professional identity, or one's perception of their role in the company, is susceptible to change because of the ever-present nature of change itself. A situation which is opposite to the self-identification might be a threat for the self-identification since it might result in the loss of self-esteem. Petriglieri (2011) The may force activities aimed at keeping up impressions with regard to the physiological aspect of one's personality (Craig, Thatcher and Grover, 2019) Some of the emerging technology has altered the environment and the nature of interaction of many careers (Frick et al. 2021) AI is used in digital labour for a number of tasks, one of which is administrative decision making. So, AI will constantly alter employment and workplaces, which could endanger people's ability to make a living (Haenlein and Kaplan, 2019). But when user differences arise, AI could cause value co-destruction (Camilleri and Neuhofer, 2017; Cheng et al., 2022). The undesirable occurrence is frequently called the "dark side of AI," which describes the risks that AI might cause to people, businesses, and society as a whole (Grundner and Neuhofer, 2021). Artificial intelligence and its potential monetary effects are constantly hot topics. Fear that AI would eliminate current employment prospects remains greater than the likely chances for human-AI cooperation, despite the fact that public discourse on AI has become more optimistic in recent years (Mirbabaie et al. 2022).

Human-AI interaction demonstrates how people's views of AI are influenced by a range of factors. For instance, prominent cues, advantages, or working together might alter people's emotions and, as a result, their intents towards AI. Employees create an identity based on applied technologies. To properly understand the concept, we adopt the standpoint of (Carter and Grover, 2015). As a starting point for our analysis, their definition of "IT identity" refers to the level of importance an individual assigns to using IT as part of their identity. Employees may experience algorithm aversion and other forms of resistance if AI is introduced into the workplace, especially when it conflicts with their sense of identity tied to their jobs. The phenomenon known as algorithm aversion occurs when, under identical circumstances, workers prefer human intervention over algorithmic decision support (Alfarizi and Ngatindriatun, 2022). The definition of the kind of opposition is; 'The anticipated negative impact on an individual's self-identity as related to the usage of an IT as well as the one afflicted by it is the individual user of the IT'. Abrahamse (2019) Technological opposition of the nature is technically referred to as IT identification threat. Since it is expected that AI will change workplaces and consequently people's identities, it is necessary to identify emerging AI resistance predictions on the basis of IT identity threats.

Raising awareness of the specific identity risks presented by AI is crucial in the fight against AI resistance. A more positive and helpful portrayal of AI as a collaborative tool is necessary to lessen the risks to employees' identities posed by AI. Researchers and practitioners in the domain of information systems (IS) should find the extremely relevant, since AI applications that generate economic value will only grow in the future and eventually become essential to companies (Dwivedi et al. 2021). For a better thoughtful of the subject, greater research into IT identity threats is required, taking into account the social links

between people and technology and the probable harm it poses to identity (Craig, Thatcher and Grover, 2019).

1.3 AI's Role in the Workplace

Presently AI has become prevalent in all organizations across all industries and has changed the economy of the world (Adam, Wessel and Benlian, 2021). Consequently, artificial intelligence is regarded as an indispensable element in the formulation of business value and the execution of corporate strategies and organisational decisions (Shrestha, Ben-Menahem and von Krogh, 2019; Dwivedi, Ismagilova, et al., 2021). AI is often compared to human intelligence and more specifically to human open intelligence. However, the question that society has to answer to is one that requires to know how computers are able to exhibit such intelligent behavior (Grundner and Neuhofer, 2021). The has led to the development of a three-dimensional classification system: universal AI, superintelligence and restricted AI (Batin et al., 2017). Narrow AI deals with self-learning techniques that are designed to surpass human beings, in a specific line of undertakings. General AI deals with self-learning at the level of intelligence of people. In all domains, superintelligence is thought to outperform human beings. The prevailing classification for corporate AI systems is "narrow AI," which denotes their concentration on specific work-related duties. It is anticipated that artificial intelligence (AI) will bring about substantial changes in the professional setting and human performance (Bednar and Welch, 2020), transcending various sectors (Wang and Siau, 2019) and potentially finding utility in virtually every domain (Barredo Arrieta et al., 2020). Despite advancements in work environments and mentalities, AI generates novel challenges. As AI is still being developed by humans, systems (such as heuristics) may contain biases that reflect individual experiences and backgrounds. Certain factors may contribute to increased occurrences or magnitudes of AI errors (Wirtz, Weyerer and Sturm, 2020). Additionally, certain AI models remain unexplainable by virtue of their intricate architecture. It engenders a sense of obscurity for individuals, impeding their comprehension of specific judgements and introducing unpredictability (Venkatesh, 2021). When predictions are made regarding human subjects, the privacy concerns of individuals are further intensified. Although there are proponents who assert that AI offers advantages such as increased productivity or reduced expenses, employee attitudes towards AI may be more significantly influenced by its negative aspects (Grundner and Neuhofer, 2021). Złotowski, Yogeeswaran and Bartneck (2017) posit that organisations may experience apprehension regarding potential displacement by AI when formulating strategies to reduce expenses. The current iteration of enterprise-level narrow AI is diverse and still evolving. Collaboration skills and their significance are the subject of considerable debate, and many individuals have an ambiguous understanding of AI collaboration in the workplace (Kühl, Lobana and Meske, 2019). Research indicates that interactions between humans and artificial intelligence can positively affect processes and employee productivity. Strategic decisions are facilitated, workforces are assisted in the method of decision-making (Dellermann et al. 2019), and human-AI collaboration liberates individuals from monotonous duties, enabling them to leverage substantial economic opportunities (Yang and Siau, 2018). Recent research involved help desk staff in classifying tasks formerly done manually in an IT department's issue management process using AI (Frick et al., 2019). The research revealed that an excess of 90% of the instances were identified accurately. Not only does it surpass human capabilities, but it also liberates them from laborious duties. An additional investigation revealed that the utilization of computer-based support systems, or virtual assistants (VAs), in conjunction with AI, can facilitate the completion of work-related duties by personnel (Brachten et al., 2020). The results suggest that, initially, collaborative task

completion enhances efficiency, and secondly, the utilization of virtual assistants alleviates concerns, thereby implying that collaboration in the workplace also diminishes employees' perceived workload. In addition, when humans collaborated with VAs in teams, Mirbabaie et al. (2021) investigated social identity, or how employees relate to team-mates, and possessive self, or employment of possessions in defining the self. At least, their concept of virtual extended identity is rather original. Such entanglement only underscores that, whatever the futuristic AI-based identification algorithm, the context of collaboration, such as identity and hazards, should not be left out of the research.

While AI has many positive connotations, such as a catalyst for innovation and increased output, it also carries the risk of social disruption (Yang and Siau, 2018). Researching AI's potential to boost business performance and value is not only highly relevant, but also offers a wealth of theoretical and practical options (Frick et al., 2019b). As an extension, the present study seeks to find out whether employees construct some specific identity with the help of AI. Mirbabaie et al. (2022) as well as the predictors that impact AI identity threat. Thus, in order to generate business value through a collaborative application, Employees must develop a feeling of identity with AI and view it as an essential part of their work and an equal collaborative partner.

IT identity and related threats

An individual can have multiple identities, but it always have a single self-concept (Stets and Burke, 2000). The second type of identification that is in focus is known as the collective type of identification and explains how participation within organisations forms identity (Stets and Burke, 2000), Individual level emphasises how people's relationships and interactions create their identity and, as a result, their attitude towards others (Burke, 2016). In the situation, people's internalised expectations of a certain position—such as those in employment, athletics, or parenthood—validate their role identity. When people act in ways that will support the norms and values that defines them, they are validated in those identities. Last, when people are in a position to be able to subjugate or possess the object they engage, their material selves are confirmed (Carter and Grover, 2015). On the contrary, individuals do not just verify their identification through their encounters with material, role, and person identities. A person's sense of self might be harmed when they encounter conflicts with their own views (Petriglieri, 2011). Such maneuvers might elicit resistance or change of identity. Several authors explain identity hazard as damage to identity meanings, values and enactment Petriglieri, (2011) Any damage to a person's identity could affect their function, personality, or physical identity. Material identity is primarily concerned with one's actions and thoughts as an individual, in contrast to role and person identification, which centre on social dynamics and identities (Boudreau, Serrano and Larson, 2014). Think of identity with respect to “Who am I?” We build upon the concept of (Carter and Grover, 2015), In the situation, people's internalised expectations of a certain position—such as those in employment, athletics, or parenthood—validate their role identity. When people behave in a way that is compatible with the norms and values that identify them as distinct individuals, their identities are confirmed (Carter and Grover, 2015). According to the authors, each component of technology that a person can knowingly engage with to create, store, and transmit data, regardless of location or time of day, is considered IT within the context of IT identity.

Scholars have therefore defined IT identity risk as "the prediction that the use of an IT system will result in damage to an individual's self-beliefs (Craig, Thatcher and Grover, 2019). The evolving environment of digital cooperation emphasises the importance of researching the threat of IT to people's identities. A new project has begun to analyse IT identity utilising tools like Excel and telephones (Carter et al. 2020). The phase has been critical to improving our understanding of IT identification. On the other hand, AI

technologies that aid in decision-making or data analysis are increasingly replacing IT or specific IT skills, such as Excel computations, in new forms of workplace collaboration (Mirbabaie et al. 2022). As a result, understanding workplace AI identification may require more than simply creating IT identity using normal IT procedures. Thus, research into AI as a technology outside of traditional IT is vital. An example (Alahmad and Robert, 2020). There has been research on identity hazard in relation to many technologies (Stein, Liebold and Ohler, 2019), However, given the distinctive and cutting-edge nature of AI in the workplace, more research on the technology's role in identity theory is required.

1.4 Human behavior

The comprehension of human behaviour has been of paramount importance for enterprises for the duration of their existence. How can one discern the motivation, engagement, and loyalty of individuals with respect to an organisation? How can you acquire a more profound understanding of the wants and needs of your customers? Developing actionable knowledge and strategies for businesses is no longer an unattainable goal, provided the enormous progress which took place in the sphere of technology in the course of the last two decades. To present the body of knowledge systematically, the authors performed an SLR of the most relevant scholarly articles identifying the use of neuroscience technologies, ML, and AI in understanding human behavior. The publication of Alan Turing's seminal article "Computing Machinery and Intelligence" in 1950 signified a turning point in human history: the idea of machine intelligence which was the key idea of artificial intelligence. In that paper, Turing put forward an account of how it was possible to build intelligent machines, or more pertinently, how one could assess it. Even today, The Turing Test is used to gauge how intelligent a variety of artificial systems are. Currently, the majority of applications that we are familiar with are based on deep machine learning and neural networks with artificial intelligence; they underlie the identification of images in fotce. by, as well as the speech recognition algorithms that provide the operation of speakers and self-driving cars (Kaplan and Haenlein, 2019). Information which is available with every organisation is merely a fact unless it can be translated into information and then into knowledge. Indeed, big data has been increasingly adopted in the recent past. However, as noted by Kaplan and Haenlein (2019) much confusion and controversy regarding the description and even the existence of big data and its roles or significance for organizational and management researchers. The paper finds that one means to address a number of the outstanding management questions such as recognizing true talent both within and outside the company, estimating the time the most valuable employee is likely to resign, estimating customers preferences, and managing certain aspects of customers heterogeneity is to use big data and artificial intelligence via machine learning.

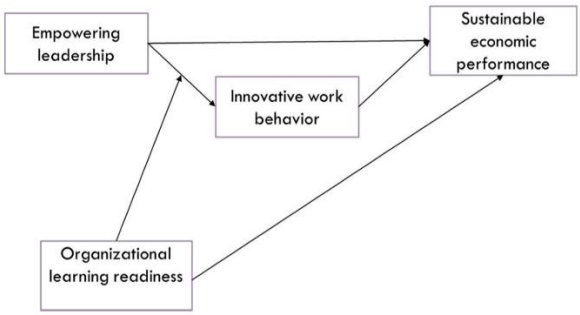
According to Hoeschl and Barcellos (2006) The capacity to transfer human intelligence (HI) to a malleable artificial foundation is clearly limited; any intelligence that can be created using these components is bound to vary from human intelligence, as it is derived from many human characteristics" Furthermore, in order to materialise information (and protect it), one must develop a mechanism to manage, store, and communicate it inside the organisation. They reckon the as the most challenging problem that has befallen AI intelligent solutions in the last couple of decades. The interesting philosophical question in play, a follow up to Ridley Scott’s 1982 science fiction flick Blade Runner, is if a machine is capable of experiencing affection. What sets people apart, if anything? Set in a dystopian future, the film poses an interesting dilemma: people build machines that look like humans but only last four years, and then they use them as slaves to do tasks that people don't want to do. Roy Batty's last monologue, "tears on the rain,"

is the apex of the "humanity" topic. As the human prosecutor's life is drawing to a close, the machine/human rescues him while weeping "invisible" tears in the rain. These replicants were created at an adult stage, nevertheless still implanted with memories of their youth. They were able to develop feelings and empathy as a result of these recollections. Who gets to decide what's allowed? Organisations and society face a formidable challenge from the potential information gathered from AI and ML, together with the possibility for additional knowledge development. In disciplines of sciences, people are gradually approaching the victory of the use of AI to obtain better outcomes. AI presents an opportunity to find new approaches, effectively address challenges and at the same time enhance the productivity of organisations. Information that provides other information in a manner of a famous Fibonacci number of series.

The need for AI in the office the increasing prevalence of AI is also being observed in our professional environments. The automation of regular tasks and the synthesis and summarization of information contribute to the facilitation of individuals' job responsibilities. While several employee's express appreciation for the productivity enhancements, there exists a subset of individuals who have concerns regarding the potential future scenario when technology could fully supplant their roles. There is conjecture among experts that the recent wave of technology-related job cuts may be attributed to the growing automation of duties within departments such as Human Resources. These fears are hard-coded into AI programs, and scholars are concerned with the dangers of using artificial intelligence for spying on employees or with the algorithms that reify the worst aspects of people's biases.

Every progressive development in artificial intelligence (AI) technology encounters inherent human psychological factors, resulting in complex and frequently conflicting reactions. The general sentiment towards Fitbits and smartwatches is one of favorability, while simultaneously expressing concern over insurance companies utilizing the data generated from these devices to determine pricing or forecast health consequences. The general public tends to express admiration for advanced technological innovations that have the potential to restore vision or mobility to individuals with disabilities. However, there is a noticeable aversion towards the notion of employing similar technological advancements for military purposes, particularly in the context of developing enhanced warriors. The perception of short-term technological adoption and its subsequent long-term ramifications as distinct entities is a common occurrence, despite the fact that they are inherently interconnected aspects.

The implies that individuals' psychological inclinations and cognitive predispositions render them susceptible to embracing novel technology, which, in the long run, may engender an undesirable future. In the last two decades, society has automatically embraced various social networks including Facebook and Twitter. It is only in the present moment, when the opportunity to reverse the course of events has elapsed, that we fully grasp the capacity of these entities to shape our perspectives, disseminate false information and offensive rhetoric, and perhaps manipulate electoral outcomes (Babu et al., 2023).



Source: - (Faulks et al., 2021)

1.5 Challenges- AIs Effect on Human Behavior and Well-Being

The increasing automation of regular tasks and employment by artificial intelligence (AI) has raised concerns regarding the possible shift for workers. A significant number of persons may encounter the challenge of unemployment or underemployment, which can result in financial instability, heightened levels of stress, and a decline in overall well-being. Preparation of the workforce for the coming changes in jobs because of AI is something should be encouraged and the creation of new jobs should be supported. AI systems might have discriminatory effects on the society in various domains such as employment decisions, credit transactions, policing due to the inclusion of biased datasets in training. Such biases can perpetuate inequalities in society, reduce trust in AI systems, and have adverse consequences for susceptible individuals. Development of AI algorithmic bias and justice is a complex and challenging process.

The uses of the AI therefore encompass large portions of identifiable personal information necessary for aggregate and analysis therefore presenting issues of privacy. The act of gaining unauthorized access to confidential information, instances of data breaches, and the practice of monitoring can have adverse effects on individuals' perception of privacy and overall welfare. It is imperative to establish and maintain effective data protection mechanisms and provide openness in order to safeguard information.

Artificial intelligence (AI) gives rise to a range of ethical quandaries, including the creation of autonomous weaponry, the utilization of facial recognition technology for surveillance purposes, and its implications for individual autonomy. Arguably, to rectify these ethical concerns, or at the least, to present some solutions for the challenges that they pose there is just as a requirement a need to perform a close inspection of the influence that the usage of AI techs yields on these values and the overall existence of human beings (Babu et al., 2023).

The growing requirement on AI powered expertise in the realms of communication and entertainment has the potential to result in social isolation. It is of utmost importance to foster responsible utilization of AI alongside the cultivation of human interconnectedness. Certain AI-driven apps, such as those found in social media and video games, are intentionally designed to induce addictive behaviors. The phenomenon has the potential to result in obsessive conduct, reduced efficiency, and detrimental impacts on both psychological and physical welfare. The task of formulating principles for the ethical design and responsible utilization of these technologies presents a formidable undertaking.

Unequal access to AI technologies can further amplify pre-existing disparities. The persistent difficulty lies in guaranteeing equitable access to the benefits of AI, irrespective of financial situation, educational background, or physical capabilities.

The rapid and dynamic characteristics of the AI-powered digital landscape can potentially contribute to elevated levels of stress, anxiety, and burnout. The perpetual state of being connected and the associated obligation to stay abreast of technological advancements might have adverse effects on mental health and overall welfare.

Malicious attacks/unauthorised access represents a threat to AI systems. Artificial intelligence poses threat to human survival if AI becomes the backbone of either infrastructural projects or self-functioning cars and other things in the future. The responsibility of policymakers is to develop efficient AI policies and legislative and regulatory mechanisms that address the moral, legal/regulatory, and safety challenges surrounding AI while at the same time fostering innovation and economic growth.

Creating viable means to reduce AI's possible negative effects on human behavior and well-being

It is therefore vital to pursue the efficient strategies to prevent any negative impact of AI on human

behaviour and welfare in order to make sure that AI technologies increase human well-being and reduce the negative impact of AI.

Below are some potential strategies and practices that can be applied

Approaches & Interventions	**(Description)- Reduce AI's Possible Negative Effects on Human Behavior and Well-Being**
Identifying and reducing sources of bias	One of the biggest concerns in such application domains like recruiting, banking, law enforcement is the bias in AI algorithms and tools.
	Establishing norms and laws for AI decision-making processes can help ensure that they are transparent and fair.
The Development of Ethical AI:	Artificial intelligence developers should ensure that organizations implement ethical standards for AI such as: federalism, checks and balances, equality and proportionality.
	Thus, the use of diversified and genuinely sampled datasets should be stimulated to exclude bias in Artificial Intelligence systems.
Education and a Consciousness of the Facts	Raise awareness among the general public, legislators, and corporations about theramifications of AI and artificial intelligence.
	Ensure that educational materials and capacity-building instruments are provided businesses will be able to understand better the AI technology and how to adopt them in the right and reasonable way.
The algorithm Performing an audit	Audits of AI algorithms and systems should be performed on a regular basis inorder to discover and correct any biases, privacy violations, or potential for harm.
	In order to maintain accountability and transparency throughout the developmentof AI, independent auditing bodies should be established.
Protection of PersonalInformation	Public policies have to enhance the legal measures related to data protection in order to safeguard the human rights in the age of artificial intelligence.
	Create AI systems with user privacy as a top priority and that provide users morecontrol over their data while maintaining user anonymity.
Assistance with MentalHealth	Create mental health solutions powered by AI that can assist those who are struggling with mental health issues with support, resources, and intervention options.
	In order to prevent the dangerous effects on the mental state, encourage the use of social networks and the Internet in moderation.

1.6 Artificial Intelligence's (AI) Effect on Business Performance

Artificial intelligence is the study of evaluating and formulating mental functions associated with human intelligence using computer models, and then applying those functions to artificial systems. In a broader sense, artificial intelligence pertains to computers endowed with capabilities specific to human intelligence, including but not limited to information acquisition, perception, vision, cognition, and decision-making. AI more formally known as 'Artificial Intelligence' in the professional writings, seems to have a certain EFFECT on all concerned. Researchers assert that the notion of artificial intelligence

elicits images of electro-mechanical robots supplanting humans. However, all participants in the domain are cognizant of the fact that machines and humans are fundamentally distinct. Computers will perpetually be incapable of reproducing the analogy that exists between human ingenuity, sentiment, and disposition. Nevertheless, computers possess the capability to guide machines that execute specific human actions (e.g., selecting and organising objects) and can function as the cognitive units of systems that replicate the human thought process in a given field (e.g., medical diagnosis or data processing). Presently, however, it is economically viable to conduct extensive research in the domain of artificial intelligence due to the proliferation of affordable and potent processors facilitated by developments in computer technology. Subsequently, notable advancements have been achieved in the domain of expert systems, which falls under the umbrella of artificial intelligence. The efficacy of expert systems in facilitating corporate decision-making has been acknowledged. Human resource managers amass precise data pertaining to, among other things, personnel and work processes, recruitment and training of personnel, the orientation process, and performance evaluation. The is particularly crucial in a technologically advanced world where competition is intensifying at an alarming rate. They employ technologies of artificial intelligence to facilitate complex operations. Human resource administrators may utilise artificial intelligence to streamline and expedite the execution of their responsibilities. In the present era, however, it is economically viable to conduct extensive research in the domain of artificial intelligence due to the proliferation of affordable and potent processors facilitated by developments in computer technology. Subsequently, notable advancements have been achieved in the domain of expert systems, which falls under the umbrella of artificial intelligence. The efficacy of expert systems in facilitating corporate decision-making has been acknowledged. Human resource managers amass precise data pertaining to, among other things, personnel and work processes, recruitment and training of personnel, the orientation process, and performance evaluation. The is particularly crucial in a technologically advanced world where competition is intensifying at an alarming rate. They employ technologies of artificial intelligence to facilitate complex operations. Artificial intelligence may be utilised by HR managers to perform their responsibilities more rapidly and effectively (Biliavska, Castanho and Vulevic, 2022).

The exponential emergence of AI has invaded every aspect of the modern world, drastically altering how organisations function and compete. As organisations face an increasingly complex and dynamic landscape, AI offers a compelling chance to achieve new levels of efficiency, productivity, and, ultimately, firm performance. The article digs into the complex connection among AI adoption and its multidimensional influence on organisations, using insights from an in-depth examination of research data.

Defining AI and its Applications in Business:

First, it is helpful to define some terminology and provide a sense of what AI encompasses before discussing its effects. A rich set of technologies that help organizational capabilities and enhances the performance of organisations; these technologies help machines to derive insights from data, identify patterns, predict future events, and perform repetitive tasks.

A Multifaceted Impact on Performance:

The review of the existing empirical literature reveals that there is more to in fact the AI and firm performance debate than meets the eye – there is more nuance: the relationship is multifaceted. Here is a brief look at some of the major areas.:

- **Enhanced Operational Efficiency**: One of the biggest strengths AI has is the ability to replace repetitive tasks from the workload of the employees and allow them to focus on other important issues.

AI chatbots, for instance, handle customer services requests, and computer algorithms that anticipate machines failure and need for repairs minimize the time the equipment is idle and the cost of repair. Studies by Wamba-Taguimdje et al. (2020) researchers who identified the impact of AI on performance concluded that the AI implementation enhanced efficiency at a process level within an organization.

- **Data-driven decision-making:** AI's capacity to sift through mountains of data yields priceless insights which inform smart decision-making. AI allows firms to analyse customer patterns and make forecasts on how the market will develop along with the rationalization of resources (Divan, 2017).
- **Innovation and Product Development:** AI also contributes to get innovation and it is a tool that allows the generation of new goods and services. Design software fosters the development of products in a shorter timeframe and algorithms are used for identifying potential unexploited markets. The innovation promotes a competitive advantage that may lead to a better performance of the firm (Leenders and Dolfsma, 2016).
- **Customer Experience and Satisfaction:** AI plays a big role in providing convenient customer service and happiness. Chatbots and recommendation systems boost service for customers, which in return increase customer's satisfaction. It improves firm performance through improving customer loyalty and brand knowledge (Haleem et al., 2022).
- **Cost Reduction and Revenue Growth:** AI allows the reduction of costs related to a business because it manages and performs the processes and tasks of the business efficiently and also manages its resources. Moreover, the artificial intelligence-based marketing sales technologies help to identify some of the target customer groups and customized communication approach that lead to increased revenue (Yaiprasert and Hidayanto, 2024).

Challenges and Considerations:

However, AI integration into the formalized system of the organisation has its challenges. These include:

- **High Implementation Costs:** The development and especially the maintenance of sophisticated AI systems might also turn out to be expensive, which makes the development especially difficult for smaller organizations.
- **Data Security and Privacy Concerns:** The most important ethical aspects associated with using AI systems include privacy and data protection. Companies have to take proper measures regarding personal data collection, processing, and management.
- **The Need for Workforce Upskilling:** When AI takes over various tasks, the workforce needs to be empowered with the right skills that align with and support AI solutions; this might require upskilling and reskilling efforts.

Moving Forward: A Strategic Approach to AI Adoption:

However, it is crucial to approach AI implementation as a strategy because the way, people can derive the most value from the technology. Companies need to consider their particular requirements, determine how AI can potentially benefit their operations, and develop an overall strategy for implementation and usage. Mitigating the potential risks mentioned above is essential for achieving an effective and responsible AI initiative.

Most of the studies conducted clearly indicate that AI has great potential in enhancing firm performance. Using such capabilities as efficiency, information, innovation, and customer, organizations can be competitive leaders in the modern business environment. Yet it is important to recognize and deal with the corresponding difficulties in order to effectively and responsibly implement AI within the

organizational structure. Accordingly, businesses that can leverage AI technologies in a more strategic way will open up numerous opportunities for success in the future.

1.7 Analyze potential downsides of AI on human behavior

Products powered by artificial intelligence (AI) might revolutionise our lives in many ways, from our careers to our personal relationships. There is a dark side to AI, as firms want to take advantage of new opportunities that arise, but with new prospects come new problems and perils. Privacy, data security, and ethical dilemmas including employee retention and AI equity are some of the obstacles (Wirtz, Weyerer and Sturm, 2020). Introducing a novel approach for handling the AI problems to which both the public and private concerns are currently exposed; knowledge is scarce and there is no agreed-upon course of action regarding the future (Sun, Li and Yu, 2022). Although these concerns have been touched upon in AI research, few studies have looked into them thoroughly. Comprehending these challenges is crucial due to the fact that the advancement of AI can be both advantageous and disadvantageous, despite being one of the most remarkable accomplishments in human history. Considerable figures in the field of opinion leadership have expressed apprehensions regarding the subject. Stephen Hawking and Elon Musk contend that while AI may prove advantageous in the forthcoming. AI may push individuals to the periphery or even cause unanticipated harm; therefore, we must proactively contemplate its implications for society and devise strategies to mitigate its potential hazards. For example, unauthorised users may misuse AI, or huge losses from AI may occur; hence the dark side of AI remains an area for future research. In earlier research Akter et al. (2021), Another study conducted by Castillo, Canhoto and Said (2021) suggests that frontline employee support or substitution by AI technology is on the rise, which is why there is a significant investment in AI for automated customer service agents: in 2019 it was 4 (Castillo, Canhoto and Said, 2021) Thinking about automated customer support agents. In B2B as well, chatbots and voice activated digital assistants such as Alexa are going to shift service interface from users to self-service and technology. However, the authors found that participation can jointly undermine value (Castillo, Canhoto and Said, 2021). AI autonomy may fail if the technology is used unexpectedly or FLEs are based on biassed data. The unfavourable effects continue. It may affect innovation or provide value, according to Gligor, Pillai and Golgeci (2021), Because they contend that weaker relationship ties often result in unfavourable B2B outcomes, Nickels and Toulson emphasised the need to investigate the negative features of relationship (dark side) bonds. Rai (2020) concerns itself with power disparities in the business-to-business sector and urges study into explainable AI, (Behera and Bala, 2023) because dysfunctional and unwanted behaviours can stem from damaging decision-making, it is recommended that future studies focus on the ethical decision-making processes of businesses. Gligor and Esmark (2015) also believe that further investigation into the best ways for managers to craft rules in order to lessen the impact of unintended negative outcomes and equip staff to forge and sustain positive relationships is necessary.

1.8 AI Oversight and Human Mistakes

Machine learning algorithms are becoming more predictive, allowing artificial intelligence (AI) systems to help humans make fewer job-related mistakes. Among the many ways in which AI systems help people out are by providing recommendations and risk rankings. Anyone can use the data if they want to, but ultimately, the "decision rights" are with humans. On the other hand, AI systems are used to bypass human mistakes in critical situations, giving AI the authority to make final decisions instead. The urgent requirement for a final decision or the deliberate rejection of AI guidance are the causes of the. One

example is the growing use of computer vision systems in cars, which can detect when an object is about to be hit and either return to their lane or apply the brakes automatically. Artificial intelligence (AI) has started to replace human decision-makers in quality control processes across several industries, including energy management and financial trading, with the overarching goal of reducing human error. Top Sky-ATC is an AI system developed for use in air traffic control that has the potential to promote safety by rerouting problematic aircraft patterns (Almog et al., 2024).

Despite the fact that AI's accuracy is adequate to supersede human errors, humans are still permitted to make the initial decision (kept "in the loop"). The is due to various factors, including labour market concerns such as union power, contractual obligations, and inequality considerations, societal considerations such as tradition, comfort, and fairness, and human superiority in decision-making due to the ability to consider additional information, comprehend context, handle edge cases, and adapt to change. It would appear that the use of AI to reverse human error in decision-making while retaining human decision-making is a clear step towards bettering society. Actually, new research in economics suggests that AI could be a game-changer in a variety of high-stakes contexts, such as the legal system (comfort, fairness, context, etc.), the labour market (contractual responsibilities, union power, inequality considerations, etc.), or even just general performance (humans can take in more data, comprehend context, deal with edge cases, adapt to new situations, etc.). Although AI is capable of overriding human errors, humans are nonetheless kept "in the loop" and make the initial choice for reasons. It seems like a logical step towards societal improvement to employ AI to undo human decision-making mistakes while keeping human decision-making. Some high-stakes areas, including the legal system, could benefit greatly from artificial intelligence (AI), according to recent articles in the economics literature.

However, determining the true impact of AI monitoring necessitates studying if its presence influences human decision-making. While a lot of studies have looked at how people react when AI backs them up, far less is known about how people behave when AI rejects their choices. Due to the psychological benefits (such as relief from having their mistakes rectified) and costs (such as humiliation and disgrace) of being overruled, individuals may alter their decision-making processes when AI is examined. What the shows is that behavioural economics concepts can be useful for understanding how AI interacts with humans (Agrawal, Gans and Goldfarb, 2019).

To the best of my knowledge, they provided the first field proof that AI oversight can affect human decision-making by looking into one of the most conspicuous examples of AI oversight: umpiring at elite tennis events. Hawk-Eye, a device used in high-level tennis matches, popularised the concept of AI oversight.

1.9 Research Problem

The research question is to identify whether it is necessary to set certain measures in order to regulate human activity and AI in organizations. The includes identifying the current status of AI integration, assessing its impact on employee productivity, exploring its impact in reducing employee work stress, identifying its role in transforming employee personality/attitude, discussing its role in skill development of employees, and discussing how these factors contribute to job suitability and job satisfaction. The problem statement was adopted with the focus on the organization’s human behaviour and AI and stressing the need to establish human-AI systems.

1.10 Purpose of Research

The present study is concerned with the state of the art of AI usage in the organizational setting, and its effects on the multiple dimensions of employment. The following are the study objectives sought to be achieved by the research:

- To Investigate the Current Landscape of AI Integration in Organizational Settings.
- To Assess the Impact of AI Integration on Employee Productivity.
- To Evaluate the Impact of AI Implementation in Reducing Workplace Stress.
- To measure the impact of AI Integration in transforming Personality/Attitude of employees.
- To understand the impact of AI Integration in Skill Upgradation of employees.
- To assess how the employee productivity, Lessen Work Stress, Personality/Attitude, Skill Upgradation contribute to their job appropriateness.
- To identify the Impact of Job appropriateness on Job satisfaction.

1.11 Significance of the Study

The aforementioned study of integrating human behavior and AI in organizational contexts is valuable for several reasons. Firstly, it directs to a critical concern in the current workplace, that is, the natural introduction of artificial intelligence into all facets of work. Understanding the present context of AI-maturation provides helpful clues for investigating AI in organisations. Secondly, the study evaluates the effects of implementing AI-powered systems on worker efficiency. The is of paramount importance to organizations wishing to enhance the efficiency and effectiveness of their operations. Through understanding what happens to productivity, the research can contribute to finding ways to improve workforce performance when it comes to AI. Thirdly, the study focuses on the impact of AI integration in terms of reducing work-related stress among workers. Stress at work is a phenomenon which is quite relevant for modern realities of business life. Interventions to support employee mental health through the use of AI to alleviate work stress can be developed through understanding how AI may or may not alleviate work stress.

Hy also the attempt is made in the study to identify the change in the transition of employee personality/attitude with reference to AI integration. The is important as employees will have to consider how their attitudes and personalities may influence their behaviors and performance at work. It helps an organization manage change and support employees through change by understanding how AI can impact these factors. In addition, the study aims to analyse the impact of AI adoption on upskilling of workers. Technology today evolves exponentially which is why effective training for the workers needs to be a long-term process. Organizations can identify areas in which employees require upgrading by outlining how their employees can benefit from AI, which can guide organizations on training programs and initiatives to support upgrading. Last but not the least; the study describes how the changes in productivity of employees, the reduced level of work stress, the alterations in personality/attitude, and skill-enhancement contribute to or affect job suitableness and job satisfaction. Matching employee skills and temperament with specific job requirements improves employee retention. It is important to know how these factors are associated so that an organization may come up with an environment that is more favorable for its workers.

Finally, it is crucial to conclude that the given study on the subject of balancing human behaviour and AI in organisational settings is important due to the fact that it helps to define the influence of AI on various aspects of work and the employees' condition. A knowledge of these interactions allows organisations to

manage the use of AI so as to gain maximum benefit without the possibility of encountering problems associated with AI which leads to a satisfied and productive workforce.

1.12 Research Purpose and Questions

The major research questions of the study are as follows:

- What is the Current Landscape of AI Integration in Organizational Settings?
- What is the Impact of Artificial Intelligence (AI) Integration on Employee Productivity?
- How do the AI Integration play a role in lessening Employee Work Stress?
- What is the influence of AI Integration in changing Personality/Attitude of employees?
- How do the AI Integration influence the Skill Upgradation of employees?
- How to the employee productivity, Lessen Work Stress, Personality/Attitude, Skill Upgradation influence their job suitability.
- What is the Influence of Job suitability on Employee Job Satisfaction?

CHAPTER II:
REVIEW OF LITERATURE

2.1 Background

These words alone are fascinating because they get people excited about the future as they point to the fact of the constantly developing Artificial Intelligence. Cognitive science, Human Behavior, and the well-being of human beings are some of the major fields that AI is transforming. Artificial intelligence affects how people reason, act, and engage with reality increasingly in present society as a profound and developing phenomenon that carries enormous potential and potential risks. The interactions between man and AI, which are explored in the study, are analysed as far as they may influence human behaviour and well-being. However, as AI systems enhance and become intertwined with our everyday living, their dynamics could be noticed in the healthcare systems, education sectors, social marketing platforms, and working environment. The awareness of those consequences is paramount for people, societies, and students because we are lost in the tangled jungle of technologies' advancement and the course of the human race. In the work, I accept the probable advantages but on the same note, look at the a number of vices that AI has. On the one hand, it is seen that with the help of unique experiences, new approaches to healthcare, and increasing the level of mental well-being, AI is making the lives of millions of people better. Whereas hopes are high, risks are also apparent, such as privacy violations, employment deficits, and ethical dilemmas, which raise questions about the proper application of AI technologies (Mishra, 2023).

2.2 Related work

Summing up the literature of state of the art on organisation's AI adoption, the topics are considered to transform the existing changes in stress, personality and attitude, and the development of new skills. The work explores the modern state of utilizing AI and the impact, which arises from using the technology regarding workers' health and career prospects. From the review, it is also quite clear that AI provides a variety of effects to the several elements of the work environment and the conduct of the workers.

Current Landscape of AI Integration in Organizational Settings

The section will provide previous studies on current state of AI integration across various industries and organizational contexts. It will delve into the types of AI technologies being adopted, the extent of

integration, and the driving factors behind the adoption.

The paper, Schmitt (2022) OECD and Organisation for Economic Co-Operation and Development or the OECD are at present leading the framework of AI regulation across the world in various and dispersed ways. The is because AI policy is unique and develops new policies within existing policy fields which is a mandate of the organizational structure. While the is a process reserved for the OECP member countries, its normative and epistemic influence in the process cannot be denied.

The study, Kaggwa et al. (2024), It is important to remember that academic research publications and business journals have extensively examined the various applications of AI in various areas of the European economy. The study reveals the immediate impact of AI in the operations of a business and one way in which it may enhance the performance of an organisation in a manner that promotes and fosters sustainable business principles. AI application is growing and is now widely implemented in European corporations, whereas its effects influence the corporate measures and alter the manner deemed suitable for decision-making. The paper also raises the issue of aligning the development of AI in compliance with belief as well as the strategic plan.

The author, Rakova et al. (2021) looked at and tried to support an analysis of how three elements of the socio-technical landscape – organisational culture, structure and policy – influenced the feasibility of practical moral AI interventions. To identify their sources of information on common issues, realistic ethical questions, and practical tools for promoting responsible AI initiatives, the authors also narrate the qualitative semi-structured interviews they conducted with industry professionals. Putting a focus on major companies that are creating or utilising AI, they have mapped which organisational structures facilitate or hinder responsible AI initiatives at the moment, which commensurate future work processes and governance would foster successful initiatives and what parts constitute the transition from day-to-day work practices to the envisaged future.

The study, Beryl Odonkor et al. (2024) AI is gradually becoming relevant in accounting since it triggers the automation of a number of processes in a sequence. But, some of the issues like high initial investment cost, qualified labor force and data security issues still exist. There are five suggestions to be made about AI integration: its process should be planned, there should be continuous AI integration and development, the primary goal of the integration should be learning, value flexibility, and focus on planning. Ethical awareness, legal demands, growing the employee awareness of ethical issues, and responding to the question of ethics are among the primary considerations for the growth of AI innovations in accounting.

At a traditional research university, the position study, Southworth et al. (2023) Currently, the University of Florida (UF) is incorporating AI into each of the undergraduate focus areas for the purpose of developing a generation of workers that will be ready to face the challenges provided by the global economy as well as those provided by the government. The so-called AI Across the Curriculum initiative is a great idea, which creates interdisciplinary possibilities for students to acquire AI literacy. UF is actively implementing AI solutions at the campus level effecting multiple disciplines, promoting instructional collaboration among faculties and preparing students for their future professions. From the given initiative, it is trying to fill gaps in the education about AI and to develop a model that can be extended to undergraduate, graduate, and postgraduate students all over the world. Out of the QEP, three aspects of UF's First-Year Experience reaccredits the undergraduate programmes: all students shall have interdisciplinary AI literacy. The unique and evolutionary technique can be helpful in conquering the challenges of the 21st century.

The paper, Chan (2023) addressed three dimensions make up the framework: They can be classified

based on the goals they are designed to achieve namely: Pedagogical, Governance, and Operational. Whereas, the Governance component takes into consideration issues to do with privacy, security and responsibility, the Pedagogical dimension provides for the use of AI for purpose of increasing teaching and learning outcomes. The operational dimension covers such questions as training and hardware provision. Through the formation of the given framework, it is ensured, first, that the stakeholders understand their roles and obligations and, second, stakeholders are provided with the multifaceted understanding of the consequences of applying AI in academe.

The study, Nguyen et al. (2023) mapped and investigated multinational organisations' policies and guidelines to see if there is a global agreement on moral AIED. The paper begins by outlining the educational prospects and potential ethical concerns presented by AI. The relevant ethical rules and standards for AIED were then examined and synthesised using the process of thematic analysis in order to formulate and develop a set of ethical principles. They talk about each principle and how it affects the various educational stakeholders that matter, such as teachers, students, lawmakers, technology developers, and institutional decision-makers.

The paper, Bankins et al. (2024) offered Interested SCHOLARS are required to write a detailed analysis of the primary data which reveal the implication of AI at the workplace. They are categorised into five inductively derived subthemes within the formulated multilayer framework. These themes focus on the aspects of organisation, social and individual that impacts the collaboration amid human and AI. The following are the themes: Human–AI interaction; Algorithms and human talents noticed; AI perspectives of workers; AI as a form of governance of digital platform work; effects of AI employment on the employment market. It also provides five directions for future research besides laying down the background for such issues. Last of all, they offer insights to companies wanting to incorporate AI technologies into its operations and strategies but at the same time ensure the well-being and protection of its workers.

The study, Singh et al. (2019) indicated that It will be even bigger and broader than the previous technologies that have influenced the sales area, such as digitalization and artificial intelligence. In the subsequent section, based on the recognized critical themes of sales force management and with specific reference to Given that we live in the era of digitalization, they also analyse the opportunities for; (a) the sales profession in forming value for customers, organisations and society and (b) sales professionals as individual or organisational sales employees seeking organisational recognition, personal satisfaction, sales role promotion, and other dimensions of responsibility they examine the threats posed by the In particular, the aids in structuring their examination of the ‘‘impact’’ they develop out of this textual facilitation of space. Protecting they enumerate concrete research questions and topics that should be discussed and advanced from the perspective of academicians and practitioners further.

The purpose of the investigation, Renz and Hilbig (2020) was the three levels of integration that follow illustrate the specific ways in which LA are incorporated into the present business models of EdTech companies: the incorporation of learning analytics and AI in and for teaching and learning, teaching and learning that is tailored to the contexts based on the application of AI, learning analytics and recommendations from either algorithms or humans, and, last but not the least, simple learning analytics. The analysis of the discourse is very revealing of the processes at stake in the emergence of the new post-New-Social paradigm of education and learning, as opposed to the old New-Social model of educational values. The debate about AI-based learning systems is driven by the necessity to be more individualized and flexible, While there is still considerable difficulty in designing and implementing operational

solutions many points of concern can be highlighted which include data sovereignty, data ambiguity, data comprehension and shortage.

The goal of the research, Makarius et al. (2020) The research question was to find out, as to how in such a case, possible levels of sociotechnical capital could be co-created by the workers and the AI. : So they posit an AI integration model grounded on the theories of Socio-Technical Systems (STS) that examines AI on the basis of novelty and scope characteristics. Through org socialisation method, they help workers to appreciate on how their company has adapted in integrating AI systems at working places. This was apparent from their attitude towards moving to socialisation as a fundamental step in the cognitive formation of AI systems and work. In conclusion, they have outlined their research agenda and possible lines of work for the future of their project which include the cognitive, social and structural integration of AI with work.

The research, Volberda et al. (2021) provided a framework that emphasises the interaction between three key factors when developing a strategy in the new digital competitive environment: First, the mental set that managers have to unlearn in order to perceive the new digital ecosystem and to cocreate new digital ways of getting things done. secondly, the need to enlarge and reorganise digital practices; and finally, the need for new topologies which are more adequate for making worth and gaining a competitive advantage. Using the set of key pillars, organisations that started prior to the digital age can deduce four stages of digital transformation. They also outline the responsibilities that must be managed by top, middle and frontline managers, depending on the fact that the organisation is reactive or proactive in relation to the ecosystem and whether the migration of the digital is evolutionary and/or revolutionary. Although technology is supposedly at the centre of digital transformation, how businesses negotiate the strange, post-industrial digital landscape is a more urgent issue. Digital transformation ultimately involves strategy in addition to technology.

The study, Zhang and Aslan (2021) bridged the discrepancies between AI technology advancements and their educational uses provides educators and technology specialists driving AI breakthroughs in education with helpful examples and inspiration. It also presents a picture of what the current research in AIEd is, what constitutes an AIEd technology or application, an evaluation of the AIEd existing and emerging technologies and their demonstrable and possible contributions to education. It also provides detailed discourses about future research possibilities and their implications in terms of practice from different viewpoints. Substantial, systemic long-distance R&D work also including multidisciplinary and transdisciplinary works is needed for the further advancement of AIEd together with imperative efforts to level the privacy and ethics challenges with AI.

The following research, Bag et al. (2021) however elucidated that may be To underscore a study investigates on Generation of customer knowledge, user knowledge as well as Knowledge production in the external market. The sourcing of the theoretical model's core data was done using Knowledge Management Theory (KMT) on business-to-business (B2B) mining businesses in South Africa. The findings should further assert the notion of artificial intelligence backed by big data and consumers' knowledge of financial products. Second, it is necessary to direct an attention to big data as one of the influential aspects to create the artificial intelligence and expand the user's knowledge. Thirdly, various social issues such as artificial intelligence and external market data are possible due to big data. The has revealed that generation of knowledge on users/customers/market external to the B2B marketers a critical factor in the strategic decision-making processes of B2B marketers. Finally, it is significant and appreciable that the rational decision-making model has a strong correlation with the B2B marketing

industry and affects the overall performances of a company to a great extent.

The findings of the study by Syed et al. (2020) indicate that applying RPA to an organisation increases its operational effectiveness. RPA involves the use of robots also referred to as bots which are basically software agents that can simulate the actions of a user in as far as interacting with software applications is concerned with a view of eliminating repetitive and time-consuming work for human workers. Numerous vendors offer solution technologies for RPA, which has already seen significant adoption in practice. The relative neglect of RPA in the academic literature up until the point stands in contrast to its early practical adoption. As a result, RPA is devoid of the solid theoretical underpinnings necessary for the objective justification of its use and advancement. Consequently, the impedes attempts to make significant progress in the area. The study offers an organised review of the literature that highlights several current RPA-related themes and areas of research difficulty.

An extensive analysis of the literature, Nishant, Kennedy and Corbett (2020) confirmed some limitations, such as the reliance on historical data when using ML, future human behaviour unpredictability when it comes to interventions based on AI, enhanced cybersecurity risks, negative impacts of AI applications, and difficulty to estimate the effectiveness of the intervention strategies, which are the challenges that make difficult to develop research on AI for sustainability. The analysis recommends that the subsequent must be taken into explanation in future AI research for sustainability Five points of interest are: Some of the categories of Systems based challenges include: (1) Multi-level perspectives; (2) systems dynamics; (3) designs thinking; (4) social and psychological factors; (5) economic value propositions. The will help in showing how in specific scenarios, AI can indicate short-term solutions that do not harm the long-term sustainability of the ecosystem.

The three main aim of the study, Arinez et al. (2020) The objectives were threefold: The paper aims to: (1) report the most recent AI-based solutions for routine manufacturing issues; (2) explain analytic techniques and process interdependencies at multiple levels AI has to grasp to reason on; (3) identify advantages and challenges to advance AI to enhance manufacturing, as well as, define AL's directions that require further development according to the manufacturing domain requirements. For these objectives, the research utilizes the acnfational framework having a hierarchical structure often in manufacturing environments to analyze the relationship between the data obtained in the analysis of the incoming material process streams and the overall system level. Among the many matters discussed in the study, the following subjects can be enumerated: quality and throughput; supervisory control of human-robot interactions; monitoring, diagnosing, and predicting the state of the manufacturing processes; and novel achievements in material science helping to achieve desirable material characteristics for the controlled processes in manufacturing, as part of the process model and control.

The research, Mikalef et al. (2022) studied an understanding of the factors that characterise AI Capability development within public organisations. Therefore, in answer to the question, the researchers present the new and enhanced model of the Technology Organization Environment (TOE) model. In addition, even to extract more knowledge about the factors that motivate development in AI, the authors asked the senior technology managers of European towns. Their study involved 91 municipalities from three European countries; Norway, Germany, and Finland . They employed cross-sectional survey on the data with structural equation modelling of the results. According to their research, the development of AI capabilities is influenced by five factors: The four antecedents are; perceived cost which is the financial costs associated with the new product development, perceived innovativeness by the Organizations, perceived pressure from the Government and actual support from the Government and lastly, legal

support. Furthermore, they find that the perceived value of the solutions and the buyer's demand do not inform the direction of improvement in AI capabilities. The conclusions derived from the two ought to inspire managers in government agencies to implement AI more thoughtfully and assist them in the enhancement of their AI ability.

The paper, Pan et al. (2022) and using the TOE framework from info systems research and Transaction Cost Theory this paper has been able to give a better understanding of some of the factors that supports and hinder organizations from being able to deploy the use of artificial intelligence into the recruit process. The adoption of AI is moderated by perceived technological complexity but is supported by factors such as government support and technology advancement as evidenced by survey data from 297 Chinese companies. Organizations based on industrial type and organization size as well as perceived relative advantage of AI technology does not significantly predict the use of such technology. It also expounds how transaction costs mediate the impact of technological skill and practical difficulty in an organisation.

The paper, Knox (2020) AI and education have the Chinese political economy with policy papers and those key businesses including Squirrel and New Oriental Group carrying the tone of expanding Chinese AI as well as education. While, China has a national program on AI and higher great power political competition, its AI progress depends on regional networks and global corporate dynamics. Education has been planned as a reinforcement sector in the Chinese AI plan, but the generally impressive political climate has developed an aggressive invasion by third-party players in education-related markets and uses.

The study, Pumplun, Tauchert and Heidt (2020) Using the TOE framework, a number of criteria are found to be reviewed. Their relevance is further supported by 12 interviews with experts where 14 professionals were interlinked and asked about the applicability of these sources. Consequently, the results are quite indicative of the fact that the basic TOE framework applicable to any technology as it is in the case needs to be expanded further and studied as a prospect before being implemented. Some of the emerging concerns include data availability, data quality and data privacy and security, legal issues that are brought about by the recent passage of GDPR. Therefore, in their research, they offer 12 hypothesis concerning the specifics of the impact of the proposed components along with an extended Theory of Everything (TOE) framework tailored to the specifics of AI integration. These could form the premise for subsequent research with reference to the application of AI and inform managerial decision-making.

The review article, Trenerry et al. (2021) Research on workplace digital transformation identifies five broad categories: technology use, attitudes, skill acquisition, employee engagement, and mental health. For the digital change to be effective among the employees, there is a need to communicate and have a collective effort in the following: They include the organizational climate, human resource management, and leadership as well. Hence, the following proposition holds from the analysis of literature synthesis that the multi-level factor is indeed important to digital transformation strategy and adoption.

The study, Rabah, Research and Nairobi (2018) aimed to endeavour to comprehend the issues and business needs of their clients in order to proactively find big data solutions that meet those objectives. The will provide them a competitive edge over rivals. Big data specialists are in greater demand for employment, particularly in manufacturing, banking and insurance, professional, scientific, and technical services, information technology, and retail. Without the cloud, DevOps is meaningless. For the Internet of Things to function effectively, the cloud must have computing power. AI was limited to models until the emergence of big data. The technology industry as we know it is being disrupted by distributed ledger technologies like as blockchain. Technology will always converge, and the convergence is frequently advantageous, particularly in the current context of the fourth industrial revolution (Rabah, 2017a) and the

emerging machine economy (Rabah, 2018). Moreover, data is the core part of methods for making AI and machine learning, and these technologies are actively applied to such fields as bots, cars, and trading. Every man activity or sector in the modern world is expected to be affected by artificial intelligence at one time.

By critically reviewing the literature, Borges et al. (2021) On the part of the study, the authors propose to fill the gap by synthesising the existing frameworks and approaches to implementing AI within the organisational strategic context, with an elaboration of the benefits, weaknesses, and opportunities that the discussed prominence may have in the business context, as well as by presenting the directions and scope of the potential further research in the topic. Pursuant with the guidelines of the systematic literature review, the research papers were content analysed. Four paths of value creation are highlighted in the literature along with a conceptual framework that is presented and analysed in relation to it: (i) decision assistance; (ii) consumer and staff interaction; (iii) computerization; and (iv) unique products and facilities. These results provide credence to managerial and theoretical viewpoints, and they hold considerable promise for the development of novel theories and methods of management.

The study, Ehsan et al. (2021) introduced and investigated Social Transparency is the first concept proposed for enhancing XAI under the spectrum of socially-situated XAI that takes into account the socio-organizational context of an AI-mediated decision. In order to conceptually analyse ST, they engaged 29 participants involved in AI practice and application in an interview based upon a fabricated design case. Apart from the analysis of the technical, organisational, and decision making levels regarding implications and effects of ST, the constituent design characteristics of ST have been presented by them. The method shows how ST can improve decision-making, promote holistic explainability, support cooperative organisational activities, and gauge AI trust. Their work expands the field of XAI design and improves the discourse on Human-Centered XAI.

The purpose of the article, Araújo et al. (2021) was to describe the current state of Agriculture 4.0. A semi-automated procedure was used to assemble emerging trends by examining pertinent scientific papers that were released within the last 10 years. A study of the literature was then done, concentrating on these tendencies and emphasising how they could be used in practical settings. Several issues are raised by the study's findings, as well as possible avenues for further research. The final graphic shows an advanced cloud-based Internet of Things architecture that will act as a basis for developing intelligent agriculture systems in the future. In this regard the work is expected to enhance the research on Agriculture 4.0 systems since it gives recommendations to aid the stakeholders manage the adoption of the new change of the industry to digitalisation and a clear definition of the idea.

The study, Keding (2021) worked through the vast amounts of information following the first paper published in 1979 reviewed and organized the practicing research work which comes under the incessant enhancement of knowledge among the scholars in the field. The consolidated theories and synthesis models that form a coherent that together make up the earlier concepts are also introduced. By categorising 58 pertinent publications into two research scopes, the framework demonstrates the composition of the field of study: And while there is outcome-context research where effects of AI in SM at individual and organisational levels are investigated, there is also condition-context research focusing on factors that might be capitalized on to optimise use of AI in SM. Towards the direction stipulated by the specified paradigm, The present evaluation proposes research avenues for investigating the quantitative impacts of integrating artificial intelligence with strategic management. The is due to the fact that AI has the ability to change the sector in an exponential way compared to where it is now, and it is crucial to accurately and

realistically estimate such consequences.

The Research, Gill et al. (2022) entering One of the primary obstacles is integrating machine learning (ML) with artificial intelligence (AI) to improve performance at scale and resource autonomy. Research is being done on autonomous models for computer resource management. These models can apply to individual resources (like web servers) or resource ensembles (like several resources housed in a data centre). Integration of AI and ML can lead to systems that are multi-level autonomous and self-managing, ranging from total automation to human-in-the-loop. If the experts have written this article, The reader would be in a position to understand the current advancement in the selected areas of focused interests such as cloud computing, artificial intelligence/machine learning, quantum computing and vision from students, academics and researchers, industries, engineers and scientists. Further, they discuss about the prospects and issues related to future generation computing AI, and ML paradigms for the fresh computing models of cloud, fog, serverless, quantum, and edge computing.

In light of the, a study by Chen, Li and Chen (2021) integrates A conceptual literature review is done regarding the different success variables found in the adoption of AI in the telecom sector using a research technique from the diffusion of innovation theory and the technology, organisation, and environment (TOE) framework. Namely, several aspects of the identified paradigm are related to organisational capabilities, characteristics of AI innovation and the environment in which it takes place. The validity of the proposed framework is with the examination of survey data of Chinese telecoms carriers. Consequently, structural equation modelling is utilised with an aim of analysing the data. The report is used in diagnosis and prescription of action to be taken by firms in the course of applying AI.

Thus, the goal of the study, Vrontis et al. (2022) was to organised the academic work on intelligent automation that has been done so far, as well as to highlight the main advantages and challenges it offers HRM. During their extensive search of 13,136 potentially relevant papers from HRM, IB, GM, IM, and other pertinent top-tier journals, they identified only 45 articles that explored the use of robotics, AI, and other emerging technologies in HRM environments. Consequently, a new approach that can help in improving the level of staff management and corporate performance is called Intelligent Automation Technology. They therefore bear significant technological and ethical implications, as well as potential for a wealth of focus for HRM. Thereby, the impact of these technologies has been determined concentrated on the strategic level of organization's HRM as well as on the operational level consisting of the following strategic HRM priorities: job replacement and decisions, human-robot/AI collaboration and learning, and job hiring/training and performance. The work provides detailed information on these changes as well as provides ideas on the major developments in both theory and practice together with the possible directions of further research.

The paper Neethirajan (2023) with The research also identifies how AI and the evolution of sensors hold the key for the cattle farming industry in minimizing the use of violence on animals. Technique: Structuring Objectives match the nature of AI's observations and opinions, being both precise and bias-free in regards to physiological, proven behavioral and other health signs. The study also highlights the significant function of farmers not only in the strategic use but also in the apt deployment of these technologies. It also responds to ethical or social aspects like data confidentiality, animal rights, ethical use of AI, and inequity in tech availability. The work lies in a major scientific breakthrough in human-oriented AI intelligent systems, creating harmonious mutual existence of the Artificial Intelligence, animals and mankind.

The study, Sjödin et al. (2021) purpose was to examine how manufacturing businesses could utilise AI to

upscale digital services by developing more AI prospects and solutions. Sun, empirical findings are obtained from the case study of six leading companies using artificial intelligence. According to the study, there are three essential skills for AI planning, including algorithm development, data pipeline development, and AI popularisation. To upgrade these skills, firms have to alter their business models. They should concentrate on quick services' customer co-creation, significant ecosystems' integration, and data-driven operations. The integration of the above concepts means that there is a new co-evolutionary concept which maps feedback loops and techniques for AI progression through inventive business model development. They consider the implications for management in their work on the manufacturing scalability of AI.

The aims of the research, Rana et al. (2022) was to establish the link between a company's operational inefficiencies and its competitive disadvantage; and perceived risk, wrong business decisions, and AI-BA opacity. In the current study, we use the resource-based perspective, the dynamic capability view, and contingency theory and others to evaluate how an AI-BA opacity changes a firm threat profile and suppresses unsatisfactory performance. All together 355, operative, mid operative and senior managers from several sectors of the service industry were surveyed all firms were randomly selected from the service sectors expending across India, varying in size. Having made this argument, it can be taken that there were; inadequate training received by key workers, inadequate supervisions and inadequate quality information leading to an AI-BA opacity. Operations losses are also caused by decision making in business environments that are suboptimal, and the improvement of perceived risk. These outcomes reveal that a negative growth in sale leads to enhancement of discontent and inefficiency in personnel that delayed a firm when operate. The outcomes also refer to the position of the backup ostensible strategies with a moderating action in the nomological series.

The following paper, Wirtz, Weyerer and Sturm (2020) examined past attempts to regulate artificial intelligence and its issues. Finally, after the analysis and applying the theory of regulation, an integrated framework about the AI governance is developed that shows the general pattern of unifying essential components related to the AI governance and also provide a map on how the regulation process and use of the tool will look like. We conclude the paper in the section that outlines implication for public authorities and theoretic considerations.

Impact of AI Integration on Employee Productivity

Here, we'll examine previous studies to evaluate how AI integration affects employee productivity. We'll explore metrics such as efficiency, output quality, and time savings to gauge the tangible impacts of AI on workforce productivity.

A study, Tong et al. (2021) that looked at how artificial intelligence (AI) is used to provide performance reviews for staff members finds substantial evidence that both impacts are present and that the length of an employee's employment with the company reduces the impact of negative disclosure. AI greatly improves the consistency and accuracy of data analysis, enabling workers to perform better on the job at scale and adding value to businesses. The report does, however, caution businesses against the unfavourable consequences of revealing AI to staff members, which lessens the technology's potential to provide commercial value. Businesses could think about implementing AI in a tiered manner, with AI being used for seasoned workers and human managers for inexperienced workers, in order to mitigate the. They should also be more aggressive in sharing information regarding AI applications.

The main focus of the study, Rožman, Oreški and Tominc (2022) was in order to improve employee engagement and performance, the following article introduced a multifaceted talent management strategy

that integrates artificial intelligence into HR procedures. The approach, which has been applied to 317 managers and owners in Slovenia, focuses on finding and keeping exceptional workers, encouraging relevant training and development, developing organisational culture, and lightening workloads. Employee engagement and corporate performance are positively impacted by AI, according to the findings. By offering insights on variables to take into account for higher employee engagement and competitive advantage, the model helps to effectively apply AI in corporate management.

The principal goal of the study, Mamela, Sukdeo and Mukwakungu (2020) was An SA based bank is implementing artificial intelligence in various operational roles in order to promote best operations and output from the workers. The Armament operates an assessment of the relative effects of the diverse components of the AI toolkit: data, recognition, ergonomic robots, and problem-solving. The final objective is to build custom focused workforce that would work well with Artificial intelligence so that it can function successfully within the shared services.

The paper, R & M (2022) examined the long-term impacts on the workplace, individuals, and organisations are the main focus of the study's authors' analysis of AI implications on industrial firms. They discovered that while two jobs were created outside the company, one robot replaced two workers in the industry on average. Artificial intelligence (AI) is predicted to increase output, raise customer satisfaction, and simplify and enjoy work. Nonetheless, worries about disqualification, job losses, greater employee control possibilities, and increased digital system autonomy persist. According to the report, implementing AI will require management reorganisation, collaboration, co-determination, qualification, and information sharing. In response to digital change, the research also emphasises the significance of adaptable organisational structures and participatory leadership.

The following study, Treacy (2022) was conducted The study aims at responding to the corresponding study questions and to employ AI systems in four significant sectors. Specialists in subject matters are engaged in order to get their perception on impacts of AI on employment status, job satisfaction and efficiency of performance. It provides practical guidelines for effective AI deployment, enabling practitioners to engage with developers and build innovative systems with workforce. Hence, the proactive approach in AI development, deployment, and utilization for change can result into positive change.

The study, Shaikh et al. (2023) purpose was to The research focuses on how healthcare employees experience a shift in their working conditions due to the integration of AI in healthcare facilities and which approaches are the most effective when it comes to staff characteristics and work efficiency, using partial least squares (PLS). It shows that AI is linked to the workers' output by exchanging information as well as through their mental wellbeing. The next factor analysed interrelating AI and the well-being of workers, technological leadership, is also minimal.

The following study, Wang, Xing and Zhang (2023) analysed It was also possible to support the hypothesis for the negative association between the implementation of the AI technology in workplace and responsibility of the worker; the relationship that was partly mediated by monitoring. However, firms are not under the complete control of the behaviours of the product market; when product market rivalry intensifies, the negative association decreases. Such a conclusion can be explained by the fact that the relationship is even stronger in the government-controlled business. Nonetheless, incorporating aspects of AI with the sense of responsibility from the employees can help boost firm's productivity. The study contributes to the literature on effects of AI in workplaces and provides information on how enterprises may approach it.

The aim of the paper, Biliavska, Castanho and Vulevic (2022) was to prove how indispensable it is to the

current processes carried in the Human Resource department. Since phenomenological research is among the qualitative research designs, its use was deemed appropriate for the thesis study in the particular. Since phenomenology is an approach that allows you to study something whose meaning may not be entirely clear to you, yet it is not entirely unfamiliar. HR apps, developed using AI, have the capability in enhancing the productivity of the worker and enhancing the knowledge of the HR person to become and advisor to the workers and enhance their performance. AI-powered HR systems can assess, forecast, diagnose, and find more competent and capable workers.

The study, Agarwal et al. (2022) that followed looked at how artificial intelligence impacts employee behaviour inside an organisation and how it influences workplace engagement. It has been proven that AI may strengthen and improve an organization's HR operations. Additionally, it aids in drawing in and inspiring employees, all of which enhance the working environment and foster a sense of trust within the business. If artificial intelligence isn't implemented carefully, though, its enormous potential to enhance organisational performance could be compromised. Hence it will only be necessary I take proper hiring, training and organization culture in organization with measures to ensure that the artificial intelligence that will be employed coruate the dedication and the trust in the working places.

The study, Morandini et al. (2023) disclosed the ways AI impacts proficient performances and offers solutions to questions. In the way, AI can increase overall output and throughput rates by decreasing the degree of mental work through the process of automation. However, it can help eliminate jobs as well. It is imperative to find ways to retrain or retrain employees in organizational transformation since skills' upgrading is inevitable for effectiveness. These methods must address questions such as what to do concerning employee instructions and directions, how to manage the costs of the training programs, and what is legal and right in making decisions. As per the report, it is crucial to align cross-functional abilities when using AI in businesses; it helps in addressing employees' abilities and developing new skills, strengthening existing ones, and by identifying new ones. Since volatility has become one of the key features of the labour market, companies should also provide opportunities for Communication on call/ as needed. Refinement on the effect of AI on the skills in humans and how the soft skills will determine the deployment of the AI should be done.

The following study, Malik et al. (2022) focussed on concerning the influence of adopting AI on the experiences of showing technostress. Research showed the following disadvantages of using AI, namely, privacy, security, and jobs insecurity. Improving and increasing the performance at the workplace, adequate and efficient organizational flexibility, creativity, and innovation are benefits. Technostress is caused by elements such as high work load, work insecurity, and work complexity. For managing inherent strong and weak impact, fixed personnel development measures and programs, as well as support and training in newly developing socio-technical relations are necessary for organisations.

The study, Mittal et al. (2023) conducted to establish the consequences of AI on the engagement of employees. With an increasingly significant role identified within the different areas of Human Resource Management, such as engagement of employees, which is one of the essential aspects of workforce management, AI is witnessing its application expanded further. The AI technology in the form of sentiment analyses, natural language processing as well as real-time performance monitoring has offered new solutions to boost up employees' engagement in business organisations. To engage workers, it is important to have a work environment that strongly addresses clarity, skill, incentive and well-being. In order to establish the impact of AI to employee engagement, the study aims at conducting a conclusion of the relevant studies and come up with some findings. Based on literature analysis, the study will make

recommendations for making improvements in the practice of using AI in promoting employee engagement across different types of organisations. When integrating AI in the case with Regards Employee Engagement the end benefits are higher productivity, improved employee relations, and spirited employee environment.

The research, Mittal et al. (2023) was Thus, it was possible to answer only a part of the research question of how AI affects employee engagement using the material of a literature review. However, regarding the case for the WFM component of the EE, the use of the AI for all its operations within the HRM is gradually increasing. In today's world the principles of artificial intelligence and machine learning can be used for increasing the rate of employee engagement in new ways. which includes among the others:Nowadays, organisations can leverage the principles of artificial intelligence and machine learning for boosting the employee engagement in new ways, which includes among the others: some of the relevant applications are sentiment analysis, natural language processing, real-time performance monitor and others. That is why to control these types of motivators it is necessary to design an organizational work environment that is going to meet the people's needs towards clarity, skill, recognition, and wellness. Based on prior research, the study seeks to establish a possibility of AI influence on EE to make a conclusion. From the available literature, the study will offer suggestions on how the application of AI can be improved to support the meaningful involvement of employees in all types of organisations. As a result, AI communication with the employees leads to improved work interaction and effectiveness and achievement in collaborative work.

The study, Milanez (2023) used a qualitative methodology to fill in these gaps. It is based on around a hundred case studies of how AI technologies are changing workplaces in eight OECD countries' manufacturing and financial sectors. According to the report, automation is driving a shift in employment away from areas where people are more advantageous and towards areas where jobs that humans do well appear to be more common. It is for these reasons that workers may support AI most: Better job quality: more numerous, less monotonous, more engrossing, and safer work environments.

The research, Cheng, Chang and Tai (2022) illustrated that now know that AI-M affects supervisors as well as employees by bringing about a variety of negative emotional reactions. AI-M may result in job insecurity and less prospects for professional advancement for employees. AI-M has the potential to usurp decision-making authority from managers and undermine their power at work. From the literatures on EI, the authors proposed three methods to cope with the depressed emotions at the workplace; The first method is to reduce the access to the stress sources; The second method is to use positive thinking; The third method is to avoid rumination. In order to help managers support their staff in managing unfavourable feelings, they also put up three managerial approaches.

The objective of the research, Marikyan et al. (2022), was to: There are two objectives, namely: 1) explore the factors that could affect people's satisfaction with technology utilisation; and 2) explore the correlation between satisfaction with job performance as well as productivity. To the purpose, the test data involved 536 self-reported users of Digital assistants for work. The findings in the present study showed that multipoint to adequately predict happiness with digital assistants was a performance expectation, perceived enjoyment, intelligence, social presence and trust. From this inference therefore it could be postulated that the level of productivity as well as level of engagement is in an inverse relationship with the level of satisfaction with the digital assistant. The study also extends knowledge about the part AI-related tools perform in supporting as well as enhancing actions that involve large personnel effort.

The ensuing research, Ganatra and Pandya (2023) provided a detailed impression of the present state of the utilization of AI in the sphere of HR, and discussed what exactly might happen to hiring, training, performance assessment, and engaging of the workers in the context of its implementation. It also examines the impact of AI on the overall work experience, on hours, on health and welfare, and satisfaction levels. Key strengths of the plan include; The identification of the positive effects, challenges, and ethical dilemmas involved in the application of intelligent speech recognition in human resource processes. Last but not least, the implication or suggestions and a few important suggestions and future research agenda for organizations and HR practitioners that attempt to operate in the new AI context of the workplace is presented.

The goal of the study, Bação, Gaudêncio Lopes and Simões (2023) To that aim, the study was to investigate whether the case with AI exists in Portugal as evidenced by productivity increase across sectors and their relation with employment. They first provide a theoretical framework among supply and demand of sectoral production as a theoretical model. According to the model, the way artificial intelligence (AI) is viewed will depend on how labour demand responds to two competing forces: when productivity increases, there are fewer numbers of workers required to complete a particular amount of work, but the fact that productivity has increased means that it has reduced the cost of production and in effect provides employment for more people.

Effect of AI Integration in Lessening Employee Work Stress

The section will provide the previous studies related to the relationship between AI integration and employee stress levels. It will consider factors such as workload management, task automation, and job satisfaction to assess whether AI has a mitigating effect on work-related stressors.

Evidence from the investigation, Langer and Landers (2021) suggested that the arising literature on second and third orders of various decision-making processes toward higher and wiser choices. They pay much attention particularly to the second and third parties' positions (for example, reliability reports), attitudes (for instance, perceptions of fairness), and behaviour (for example, changes in the black box algorithms). The moderating effects of the role of how aspects of a) the decision making processes b) the system, c) the second and third party, d) the-task, and e) the output and outcome feed into these affects is also examined. Finally, they advocate for research endeavours. Their review offers a summary of the current state of the literature in these areas and comes to the following conclusions: a) there are distinctions in the reactions to automated decisions depending on the context of human decisions augmentation; b) there are significant but underinvestigated system design factors, such as transparency; c) overreliance on specific research methodologies may jeopardise external validity of researched phenomena.

The examination, Tschang and Almirall (2021) highlighted that The author went further to discuss the effects of automation on employment and skills looking at how non-routine capabilities are more rewarded than the routine and how middle-skilled jobs are at the receiving end. They then demonstrate how AI is enhancing automation to accomplish the same goal and assisting organisations in controlling and modularizing normal processes through case studies of AI and automation together. The residual employment role is typically non-routine, low-skilled (to allow for future replacement), or high-skilled. They demonstrate how the dynamic outcomes of merging AI with other important technologies can offer businesses economies of scale and opportunity. Less highly skilled workers may also be employed in the resulting employment structures due to augmentation. The is dependent on how AI develops and whether or not it can take the place of labor-intensive jobs. They advocate for more critical discourse between

business and society in their conclusion, along with recommendations for what should be taught in business schools.

The current study, Prentice et al. (2020) combined these two concepts to analyse the association amongst AI and emotion and the retention and performance of workers especially hotel service staffs. Worker task efficiency includes and consists of the official internal/external service contacts of the workers with the clients and the colleagues and even though the notion is bifurcated into internal and exterior aspects, the measure is operationalized as internal/ exterior. Data collected were from the different hotels of different classification. The assessment reveals that the artificial intelligence influences employee performance, but emotional intelligence impacts retention and performance rates considerably.

The results, Wright and Schultz (2018) indicated what is meant by business automation and present a new paradigm that combines social contract theory with stakeholder theory. Their framework, which incorporates various theoretical models, presents recommendations, reveals topics for further research, and exposes the ethical consequences of business automation. In addressing these emerging and possibly disruptive business practices, their debate encourages companies, politicians, and investigators to think about the ethical consequences of artificial intelligence and corporate automation.

The study, Benbya, Pachidi and Jarvenpaa (2021) covered the unique consequences of artificial intelligence (AI) technology for enterprises, along as the opportunities and challenges they present for IS research. Innovation, insight/decision making, automation, and engagement are the four business abilities they use to assess these prospects. It discusses the many effects of AI and how the may affect IS research in the future.

The current study, Fiori, Bollmann and Rossier (2015) investigated Another study that was conducted in Switzerland establishes that career adaptability is a self-regulated career resource that could enhance job satisfaction and work stress. Of the 1671 employed persons that participated in the study it was found that positive career adaptability resulted in low negative affectivity, thereby reducing stress, and increasing job satisfaction. The implies that career adaptability is an auto-regulatory resource that can control emotions and in the process work to dictate how workers perceive their jobs.

The study, van Esch, Black and Ferolie (2019) discovered that perceptions of companies utilising artificial intelligence in their hiring practices have a major impact on prospective employees' propensity to complete the application procedure. The usage of AI in the recruitment procedure extends and transforms the chance of the job seeker. But it is now necessary to recall that these positive associations of the likelihood of applying for a job with specific attitudes towards the application of AI in the context of the discussed process has several pragmatic implications. First of all, it implies that applying for jobs is not much impacted by worry, even if it is common when AI is utilised in the hiring process. Therefore, businesses are spared the expense of having to cover up their AI usage or assuage the fears of prospective employees. Instead of concealing the use of the technology because many potential candidates may be intimidated by it, based on the findings of the study, organisations should encourage the application of artificial intelligence when it comes to staffing and target those with favourable perception towards the organization and AI.

According to the study, Parker and Grote (2020), Prime focus in the analysis of job characteristics for their suitability under the influence of digital technology is important. It entails making anticipatory adjustments with respect to the nature of the work, their requirements, and other features, including job feedback with the view of enhancing worker performance, safety and health. Four intervention strategies are identified: cooperative optimization, digitally determinant human centred design and macro level

policies for the personnel upskilling. Future avenues include: Research questions, the applicability of the studies, interdisciplinary interventional research, and exploring aspects of designers' work design thinking.

The investigation, Trajtenberg (2018) showed that instead, focus on developing analytical, creative, interpersonal, and emotional abilities that are important for an AI-based economy. (2) the expansion of personal care as professional vocations – health care and educational attendants, which will experience the most job growth in the future despite low wages and the absence of technocracy in their present roles. For these professions, new, more demanding criteria and educational prerequisites might be established, allowing AI to help both service providers and consumers. Concerning the creation, the differentiation of so-called 'human-enhancing innovations' HEI that includes enhancements and improvements of the sensory-motoric and other human capabilities and 'human-replacing innovations' HRI that replace human intervention as a rule and who often dump primarily 'stupid' jobs to people has consequences for the development. AI-based HEIs could create new waves of innovation and productivity, more especially, in the services sector, hence the potential for employment creation could be substantial. On the other hand, HRIs could simply lead to jobless growth and programs that may produce 'unworthy' jobs.

Examined current studies, Furman and Seamans (2019) in Additionally, studies in the sector show that although automation and AI have the potential to increase productivity, their effects on labour may be contradictory, particularly in the near run. More specifically, the job market may be unstable for some while it flourishes for some businesses and professions. Next, they examine present and potential AI policies that could both improve productivity growth and lessen any negative consequences on the job market. Such policies include social experimentations in regard to the consequences AI will have on supply of jobs, including universal basic income, provision of a job to any citizen, and determining the benefits and drawbacks of an AI exclusive regulation besides elevation of the antitrust activity.

Researcher, Hee Lee and Yoon (2021) examined a number of actual AI applications in the medical field. According to the research, big hospitals are already using AI-enabled technologies to help doctors diagnose and treat a wide range of ailments in their patients. AI systems also improve the efficiency of nursing and hospital administrative duties. Although the medical community is welcoming AI, is suited to provide both, the so called new chances view (dystopian) and the challenges view (utopian). To let the viewers receive an accurate picture of the benefits of the AI applications in healthcare, they explain the nature of these possibilities and problems. It is without a doubt that the healthcare practitioners are going to be the recipients of the exponential growth in AI and the technologies associated with it making the overall delivery of health a better outcome and also the bureaucratic issues more manageable. However, successful AI applications will need to completely transform the care service and its operations through strategic design and implementation in order to fully benefit from technological breakthroughs.

The following research, Kaluza et al. (2020) reported Overall, it was found that meta-analytical correlations with 95 effect sizes and N = 12,617 were in the expected direction: The positive relation to constructive leadership and the negative association with destructive leadership was evident. Among all comparative studies concerning constructive leadership behaviours, change- and relation-oriented including transformational, participative leadership inform more about the well-being of leaders than does task-orientation including transactional leadership research. Scientific studies proved that leaders' positive functioning is significantly more affected by active destructive leadership behaviors such as strict supervision than by passive leadership. On the basis, they proposed a general framework into which the individual concepts can be integrated. Because of the authority a leader has over other team members,

employees, and organisations, they argue their research strongly reflects that leaders' health and leadership are interrelated; thus, they endorse leadership workshops and organisational health treatments for leaders. The article, Narayanamurthy and Tortorella (2021) aim to regulate the influence of The COVID-19 work consequences on the productivity of staff members (output quality and quantity). Finding out if I4. Optimisation of the relationship is their second goal, and 0 base technologies are governed by this model. Multivariate approaches were used to examine the responses of 106 remote workers from various service firms throughout the pandemic. The findings indicate that, while not as much, the work implications of COVID-19 have an effect on employees' performance. These ramifications include virtual connections, a home office setting, and unstable employment. They also discovered that I4.0 technology improves employee performance to a moderate extent. The performance metric and work repercussions under consideration, however, may have an impact on the moderation's degree and direction. Since the COVID-19 pandemic was inevitable and imposed a shift to new working methods that may be critical in the post-COVID-19 world, their study has substantial theoretical and practical implications for improving employee productivity in service firms through digitisation.

A recent study, Ferreira et al. (2019) inspected the potential role that job engagement could play in mediating the association between presenteeism-related productivity loss in a nation going through an economic slump and emotional weariness and negative affect. 42 workers from a medical facility finished the 420 diary activities that made up the 10-day survey. The results of multilevel linear modelling, which included power analyses, indicated that work engagement predicted productivity loss negatively, while negative affect and emotional weariness predicted productivity loss owing to presenteeism positively. Additionally, they discovered that work involvement moderated the detrimental impacts of emotional tiredness and presenteeism-related productivity loss on a daily basis. It highlights the disastrous importance of increasing the level of job interest as possibly beneficial to counterpoint the destructive outcomes that can be linked to such factors as negative affect and emotional exhaustion to presenteeism-associated work performance through an intervention.

The aim of the study, Wong et al. (2021), was to assess the perception of demands on duty among the employees of a hotel and the impact of the coronavirus outbreak. Therefore, in response to the research questions, The findings showed that, in the wake of the pandemic, there were three different kinds of occupational stressors: the regular hotel workers' jobs, the risk involved in hotel jobs environment and unpredictability of employment opportunities, and those tied to unethical hotel employment. The idea that regular hotel work stressors have a positive influence on job satisfaction and organisational commitment was not anticipated the impacts of these stresses. The studies proved organisational commitment and work satisfaction to have no effect on the employees' intention to leave an organisation, but they did predict prosocial activity, subjective well-being, and performance. The hotel employees' perceptions of work demands and their impact before the outbreak of the pandemic were quite distinct from those after the outbreak.

The study, Adams, Meyers and Beidas (2016) investigated the degree to which perceived stress helps to explain the relationship between psychological symptomatology and two important outcomes, namely, academic and social integration, as well as financial cost. A total of 157 undergraduate students completes and online survey during the period of December 2013 and March 2014. The results indicated that controlling for first-generation status as a covariate in the models, perceived stress attenuated the negative relation between financial stress and mental symptoms and academic and social adjustment. These outcomes suggest that modulation of perceived stress levels may be required to alleviation of

psychological symptoms and increase of undergraduates' scholarly and cogent organizational involvement. Stress risks are thus advocated for averting through public health measures for mental professionals and university health service.

The current study, Kaynak et al. (2016) examined five aspects of occupational health and safety (OHS) practices: The domains are risk management and safety procedures, such as the governance of safety and health measures, prompt first aid, and protection from occupational injuries; first aid education; preventing occupational accidents; organisational support for safety. The intervention effects were established using possible work alienation, organisational commitment, and job performance arising from the OHS procedures through a survey questionnaire. As the theoretical framework suggested, the analytical technique that was used in the research study is the structural equation modelling that uses the method of least squares. Therefore, the results of the analysis are in harmony with the conclusion that organisational commitment increased as a result of the organisational promotion of OHS practices including risk management, certain safety and health measures such as regulatory requirements, first aid provision, employee training and organisational support towards safety and health programs. Further, a positive relationship of first aid support and training with job alienation, suggested that organisational support in completing first aid training and being ready to respond to emergencies increased job alienation. Last and rather broadly, the principles of safety and health affected the job performance of employees where it was accompanied with risk management and regulation in addition to organisational safety support.

The paper, Robert et al. (2020) determined The methodical process of creating a design agenda. The study takes three approaches to the problem. They begin by outlining the organisational justice theory, the three categories of fairness (interactional, procedural, and distributive), as well as the frameworks for resolving unfairness cases (retributive and restorative justice). Secondly, they examine the design literature that particularly addresses concerns around AI equity in businesses. Third, they offer a design agenda that incorporates all three types of fairness into organisational scenarios for AI fairness in organisations. The paper ends with recommendations for more investigation.

To explain the phenomenon, the paper, Coombs et al. (2020) introduced the term Intelligent Automation. The transformation has given organisations a fresh approach to strategically boost commercial value. However, there is disagreement about the main findings and implications due to the dispersion of academic research contributions that look at these phenomena throughout a wide range of scholarly domains. They thoroughly lay out the state of the art and latest advancements in Intelligent Automation technologies for the knowledge and service sectors in the first thorough evaluation of the literature from a multidisciplinary subject. They offer three noteworthy additions in light of the evaluation. They begin by imagining the technologies that intelligent automation uses. Besides, they show an Intelligent Automation model of knowledge and service work based on the company values and outline twelve blind spots that hinder understanding the process of business value realisation. Finally, they present a research schedule to plug these gaps as demonstrated below.

The study, Lamb and Kwok (2016) examined Using a longitudinal within-subjects approach, the study examined 114 office workers' work performance and well-being were examined over the course of eight months in relation to inadequate Indoor Environmental Quality (IEQ). Numerous factors, including work performance metrics, perceived temperature comfort, lighting comfort, noise annoyance, and individual state variables that support performance and wellbeing, were measured by participants through the completion of 2261 online surveys. Environmental stressors are defined as inadequate IEQ components. People's resilience, or their ability to manage increased demands on their time, appears to be weakened by

environmental stress. These findings suggest that environmental stress lowers work rate and cognitive abilities linked to the job (i.e., by diminishing motivation). An essentially linear decline in job performance is connected with an increase in the number of separate stress variables, suggesting that the components of environmental stress are additive rather than multiplicative.Stressors in the environment affect occupant health (emotion, headaches, and a "off" feeling), which has an indirect negative impact on productivity. Productivity will probably rise little but significantly when IEQ rises.

The study, Tetrick and Winslow (2015) examined primary, secondary, and tertiary stress management strategies in workplace health promotion and wellness programmes. While workplace wellness and health promotion initiatives seek to improve both personal and professional resources, stress management interventions seek to replenish depleted resources. There is a current trend in workplace wellness programmes that include stress management, as research indicates that organisational interventions can foster a healthy work environment.

The present systematic review, Lizano (2015) consolidates from 19 studied empirical research articles published between 1970 and 2014, the following line of inquiry is explored: emotional, psychological, physical and occupational health and job burnout of human service workers. The work supports the hypothesis by presenting the effects of job burnout to the subjects' health. Research in area of the field investigation is chiefly cross sectional, utilize the Maslach Burnout Inventory as the key instrument to assess burn out and chiefly emphasizes on affective well-being as the outcome. In the last part of the paper, the potential contribution to future research is underlined and the managerial contribution of the paper is outlined.

In the review, Dumas and Sanchez-Burks (2015) assert that these two norms are inextricably linked because they serve two distinct purposes that are consistent with the parallel research bodies they look at. One goal of the former is to handle role responsibilities by using boundary management as a tool, while the other goal is to shape relationships and workplace identity through boundary management. They specifically argue that while integrating the personal and professional domains is better for managing relationships and workplace identity, segmenting the two domains makes it easier to handle role obligations. Additionally, both goals support the work-priority imperative of the "ideal worker." Using specific circumstances as signposts that help us navigate and understand the implications of existing studies, they also outline further research directions to advance theories about the desirability and efficacy of different modes of personal-professional boundaries management for persons and organizations.

Influence of AI Integration on Changing Personality/Attitude of Employees

The section provides the understanding of the prior works regarding the psychological angle and the behavioural shift that occurs due to AI incorporation in organizational settings. The includes changes in culture where it comes to embracing technology, organizational roles of the employees, and change of relationship between them among other effects it may have on the morale and productivity of employees. The aim of the research, Niehueser and Boak (2020) was Therefore, the paper aimed to identify the implications that are amplified when AI is applied to work processes in a strategic recruitment company. Interviews that were done included seven workers, and 109 Employees, and it was observed that AI has worked well in making the productivity level and work efficiency. Organizational users who engaged in the usage of AI had something positive to say about it hence had a positive perception of it. However, those not yet utilised AI gave less confidence in the technology as compared to those who currently use it. More research is required to discover the potential impact on the training of personnel and the integration of AI into other alike work procedures.

It is vital to conduct a thorough examination, Khogali and Mekid (2023) of the benefits and drawbacks of AI for human society. The environment, health, education, and transportation are just a few of the vital industries where new markets and job possibilities have been generated by the advancement of AI technology. Experts predict that artificial intelligence will continue to advance rapidly.AI and automation are revolutionising numerous industries and changing people's lives as a result of humanity's never-ending search for more profitable technological advancement (AI). The essay looks at the potential effects of automation and artificial intelligence on businesses and jobs. Evaluating numerous connected primary troubling effects: joblessness, employees' quality of life, dehumanization of labor, the apprehensiveness of AI, and examples of liberal advancements in the application of independent innovation such as difficulties with self-driving cars are utilized to picture some of the conceivable long haul impacts of AI on human civilization. The following general suggestions can be made with reference to the organisation of the present process of transdisciplinary or multidisciplinary collaboration: the narrative review method employed and the pattern of themes identified are particularly useful for the theoretical progression of AI technology.

The subsequent study, Rahmat et al. (2022) The qualitative research paradigm was applied to give insights on the employment pattern of graduates in Industry 4. 0. According to the study, the praise and hard work students are putting in achieving a balance between digital and social skills helps organizations to enhance the employability of graduates. Student must hence sell employment to those employers so that they can be able to persuade the employers on how the graduates can be able to integrate the required skills in meeting organizational culture and goals hence enhancing their employability.

The current study, Mai and Olsen (2015) examined It seeks to investigate how different customers are motivated or otherwise by their own self-value systems when it comes to the involvement in virtual communities by adopting and building on the, already famous, value-attitude-behavior (VAB) model. The research results show that the extraversion characteristic is related to the consumer engagement behaviour in virtual communities directly, and the resulting CV dimension –conservation value– affects the behaviour through the mediating variable of attitude. The results validate the relevance of the VAB model and personal values in explaining the phenomenon and shed light on how personality and personal values differ in their ability to predict consumer participation in virtual communities. There are important ramifications for virtual community marketing according to the study.

The investigation, Gamama (2022) revealed that, thus as an agreement with the research, the study adopted purchase intention to establish the use of attitude in the purchasing behaviour of the University of Maiduguri staff members. In order to obtain survey respondents, participants composed of 450 university staff members were recruited into a purposive group. Boot strap technique was used to test for mediation effect and data analysis and hypothesis testing was conducted. Both inferential and descriptive analysis were employed, PLS-SEM and frequency, percentages, mean and standard deviation respectively. Online marketers should focus on fostering better customer attitudes towards their brands in order to preserve attitude consistency. Since behaviour usually follows affective and cognitive aspects, the behavioural aspect should be of particular attention. The study demonstrates that the effects of attitude on online buying behaviour is not mediated by purchase intention.

The results of the theoretical investigation, Afuzova et al. (2021) into Correctional support is one of the basic forms of support for a person, including in their professional activities, and in the process of professional education of a future psychologist. The support, however, is very essential in a case with children with al transfer: It is the support more or less given to those children with the al term alternative

abilities. The present research was intended to conduct the analysis of the non-psychological determinant of professional orientation in correctional support, the profession, as well as the strategy for analyzing the above-stated aspects. The program seeks to help the aspiring special psychologists improve on their career paths; hence, confirming the efficiency of the specified methodological guidelines.

The author's study, Happonen et al. (2021) led to Through social media, brands are important for companies, as the employees can build a personal brand that may have an influence on the brand. Organizations should ensure that they put in place measures in the form of clear goals and direction for employees to establish connection between personal branding and the business's online identity. The is important to a company, especially when the new employee has a significant online presence as it connects the employer's brand to the employee's brand. Another recommendation is seeing to it that the companies set standards of behavior in the use of social media as they engage in business. It is designed to offer action options and help to initiate a debate on how SME brands are positioned and how it may affect brand development programs.

The purpose of the study, Amdany (2017) was in this paper the author aims at showing the way in which the staff retention strategies developed in the Kenyan Safaricom call centre influences the degree to which staff retention is achieved. Based on the above theoretical foundation, the following theories were employed; Vroom's Expectancy theory and Herzberg's Dual-Factor theory The kind of research to be conducted among the target population group as respondent to the research questions will be descriptive survey research. The sample of the participants into the study and comprised 240 employees to whom the questionnaires administered had some little resemblance to the semi-structured. When working on the data, one used Statistical Package for the Social Sciences also known as SPSS The research used multiple regression analysis as a testing technique for determining the relationships between the variables. The quantitative data reveal a positive relationship between career advancement as well as employees' turnover; therefore, it will be useful to introduce techniques for call centre employees' personal and professional enhancement to increase satisfaction with their work in Safaricom. These finding implicate that more studies should be carried out to confirm these finding.

Influence of AI Integration in Skill Upgradation of Employees

The section are provide a past studies related to how AI integration contributes to employee skill development and upskilling initiatives. We'll explore training programs, adaptive learning systems, and AI-driven feedback mechanisms aimed at enhancing employee competencies and adapting to evolving job requirements.

A study, Poorani and Krishnan (2023) conducted in Chennai, Tamil Nadu, India, Many automobile manufactures have been caught off-guard by technology disruption including DAICHI, Chrysler, Royal Enfield and Yamaha. The research question in the present study was to grasp the effects of advanced training programs on employee turnover in the automotive organizations. It also unveiled that productivity and commitment escalated with trainings thereby enhancing performance and efficiency, organizational stability.

The study aim, Wamba-Taguimdje et al. (2020) was to talk also about value which is added through AI and how this is reflected in the organizational change from business performance perspective. A definition of AI, analysis of examples of AI in different industries, an attempt to find information about AI based solutions in specific databases, Data validation with the help of other sources containing aI information, and the stages of considering works connected with AI are the steps of the research method of the present study. To make it more fine-grained, this study uses the IT capabilities construct as a moderator of the

relationship of the AI Business value and the firm performance within the organisational and process contexts. Advanced tools and applications, including the use of interactive voice assistants, machine translation, and self-learning systems, help to gain knowledge of the environment and act accordingly. Organisations can increase the commercial value of their transformed projects by streamlining current procedures and enhancing automation, information, and transformation effects. Organisations only get the value of AI capabilities if they use the characteristic and technology of AI to restructure operations. The goal of the study is to give managers tools to add or reconfigure in order to fully benefit from AI, enhancing the competitive edge, performance, and profitability of their organisations.

The aim of the study, Chen, Chen and Lin (2020) was Conducting a first assessment of the potential of the AI as part of the teaching systems in the field of education showed that its use was widespread. Web-based and online Intelligent Education systems have emerged as an advanced form from the artificially intelligent computers. Such systems as; the latest embedded computer systems, humanoid robots in teaching, and web-based chatbots have enhance teaching quality and administrative tasks. Machine learning, together with flexibility, has also allowed for adaptation of curriculum and content to the learner, further facilitating the learning process and producing high standards of instruction.

The study, Gomes Rickardo and Santos Meiriele (2023) found that while automating repetitive operations might increase productivity and accuracy across the board, it is also true that intelligent computers and algorithms can replace humans in many occupations. While the may result in job losses in some sectors, it may also open up new career opportunities in fields related to technology and artificial intelligence, like data engineering and software development. The study used a qualitative methodology that was created through bibliographic research. To that end, the present research seeks to establish the relationship between artificial intelligence and employment. The research illustrated the connection between the Compensation Theory and the labour market, revealing a shift in workers' adaptability to new technology. As has been the case throughout history, revolutions necessitate a change in how people work and what talents they possess. In a setting where competition is getting fiercer, these abilities are essential to keeping one's professional relevance and employability. The study also emphasises the need for talks on how to regulate the boundaries of new technology in the workplace and other settings.

The aim of the study, Gao et al. (2023) was to look into how artificial intelligence (AI) affects the mental health of computer industry workers and to offer workable answers for problems with business management, such as difficult relationships within the organisation and low staff morale. An AI-based employee psychology and performance analysis model is based on four performance dimensions of work.An AI-based employee psychology and performance analysis model is built on the four components of work performance: The hypothesized variables that are likely to affect the perceived dynamic work environment are; job engagement, perceived job characteristics, perceived work characteristics, perceived attributes of the job, and perceived psychological empowerment. The model is built on the top of an artificial neural network (ANN itself). The purpose of the paper is subsumed under the broad category known as artificial intelligence algorithm. Independent variable used is the employee psychological empowerment index and the dependent variable used is the equation of employee performance index which is developed using a MATLAB application. To backup the above proposed models, different testing techniques are employed to validate the proposed models in order studies. In proving the hypothesis, the study shows that work performance indeed has a positive relationship with psychological empowerment and that the targeted degree of psychological empowerment can be reached with help of artificial intelligence technology.

The research, Muhammad, Umar and Adam (2023) delve at Imminent advancements in AI and ML are positively influencing the labour force in Ghana and Nigeria along with economic mobility. Nevertheless, such a transition is problematic because it creates a skills shortage and new tactics must be developed for its solution. Success of the study; restricting the use of quantitative research and conducting interviews and data collection that support the lack of preparedness by employers, educators and policymakers to adapt for the dynamic labour market. The reality points to such needs for creating good economic opportunities to improve the plight of the poor citizens.

The study's goal, Prasad, Vaidya and Rani (2023) was It is the desire of this paper to assess; involvement, performance and well-being of employees in relation to AI. These studies also establish a significant correlation between AI and part ingredients of organizational performance, production efficiency, and organisational satisfaction. Depending on the industry and the types of AI friendly tools they want to use, businesses should do that selectively and educate the employees on the use of AI friendly tools.

The study, Acemoglu et al. (2022) used aggregate level data for the rates of vacancies of near universe of online advertised jobs in the USA from 2010 onward to analyze impacts of artificial intelligence on employment. In the period between 2010 and 2018, the number of job openings that mentioned AI increased rapidly, mainly at companies whose employees do things that can be accomplished with today's AI technology. These are companies that are adopting AI use while in the same time they are remote hiring for non-AI positions and changing the qualification that is needed for the positions. Lost to the era when this information at the aggregate of industries was sufficient to give a clear signal of the effect of employment and pay growth in more exposed industries and occupations at the establishment level.

The next study, Brynjolfsson, Li and Raymond (2023) used data from 5,000 customer care representatives to gradually introduce a conversational assistant powered by generative artificial intelligence. Largely affecting naively and low-skill employees and having the least impact on experienced and well-trained workers, availability of the tool helps increase productivity by as much as 14% in terms of the number of problem solved per hour. They offer hints that the AI model can help less experienced workers advance over the experience curve by sharing the tacit knowledge of skilled workers. Furthermore, research indicates that AI support enhances customer satisfaction, lowers the need for managerial intervention, and increases employee retention.

By examining, Sen, Hong and Xiaomei (2022) job Human – machine interaction is U-shaped regarding the Chinese employee learning opportunity, meditated by the vitality level of the employee and the nature of the job that contains more autonomy and the opportunity to perform variety of skills. The paper mirrors the significance of behavior among individuals who possess different skills, and provides practical propositions for managerial attitude toward alteration of individual comprehensiveness during implementation of Artificial Intelligence in organizations. To develop further in the context it is suggested that future research should investigate how 'interaction with machines' affects workers during early stages of development of AI and, these outcomes should be compared taking into considerations skilled and skilled workers in technologies.

The review study, Ganatra and Pandya (2023) investigates the high level of importance of AI in elaborating all the necessary procedures in the sphere of human resources and in enhancing the experience of employees. In addition to the fast pace of development of AI technology, there has been enhanced adoption of various AI solutions in organizations' various HR functions. This also examines the impact of AI at the work context in other aspects such as balance, health and contentment. The evaluation lists the advantages, difficulties, and moral issues around the use of AI in HR procedures. Lastly, suggestions

and future directions for businesses and HR specialists attempting to traverse the changing AI landscape in the workplace are given.

The study, Xie (2022) proposed a hidden semantic model-based HR data integration solution As a solution to the lack of depth given to raw HR data, it offers decision making potential regarding the employment of corporate employees, and the training of employees while generating estimates and analyses using the HR data. Thus, one technique for the creation of the HR data integration system is chosen that would provide high values of depended variables, such as the levels of prediction accuracy, verifiability, correction, solution simplicity and the comprehensible modelling. One of the proposed HR recommendation methods is of the hybrid kind, which includes the deep forest model and the hidden semantic model. Collect data for HR and construct a data warehouse at the same time. The system can link with the HR data of as many as 96. 37 percent efficiency and a maximum stability of 95. Experiments reveal 84 percent on average. This emerges from the fact that the technology does not present many difficulties for the users and in most cases, the technology delivers better performance than the expected. It has the ability to combine and mine HR data more successfully and offer helpful services for related tasks.

The current study, Milanez (2023) used a qualitative methodology to fill up these gaps. It is based on around a hundred case studies of how AI technologies are changing workplaces in eight OECD countries' manufacturing and financial sectors. Employment reorganisation seems to be more of a phenomenon than job displacement in the process at the time, whereby automation take on jobs with tasks that humans are still more competent at handling. This may explain why, while the objective benefits of AI are apparent in increased quality of jobs for instance reduced monotony, improved workers' morale and physical well-being, it is warmly embraced. The paper also examines other challenges like the skill demands, and the assertion made by the jobs' advocates that utilising AI have a higher job density; thus, it is important to have some regulations that can ensure that the usage of these technologies is beneficial to all stakeholders.

The article, Acemoglu and Restrepo (2019) provided The learner will be able to appreciate issues of automation and artificial intelligence impacts on employment, wages as well as employment offers. It points at the displacement effect which is in relation to the use of AI and mechanisms in the accomplishment of tasks that humans have already been accomplishing. He pointed that the tends to reduce the demands for labor and pay while the productivity aspect negates the by increasing demands for labor with relation to the automated tasks. The framework also presents the unforeseen downsides of automation including the mismatch between the human workers' skills and the skills needed in the automated jobs and the fact that the automation could be introduced too quickly overwhelming other productivity-enhancing technology. Nevertheless, the emergence of new labor-intensive tasks may weaken or mitigate the effects of automation and put labor into new jobs again and help to raise the level of labor income share.

Study, Son, Lee and Chang (2019) conducted in The process of recruitment has improved through use of AI in communication between employers and the candidates. InAIR is an online platform that oversees the process of hiring; the program provides such features as judgement previews, personality tests, document reviews, and interview McGrath2009 p. In the artificial intelligence based interview step, The total time taken for the AI interview is approximately an hour for a candidate and the AI data processing and analysis occur in few minutes with a capability of working on thousands of candidates' data at a time. The application of AI in such situations as in relation to the recruitment processes, employee experience

measurement tools, training for personnel capabilities as well as in decision making systems has resulted in increased efficiency.

The current study, Alasmri and Basahel (2022) looked into how the use of AI influence on the process of decision making. Also, it looked at how OC, IP, and OP influenced decision making in an organization since the three are dependant variables. The data that were gathered were analyzed and the hypotheses of the study were checked with the aid of SPSS software. First line managers, middle managers, top managers, and other employees who are not in management were among the 133 participants of the study, and all participants were from Saudi companies. The finding accrued out of the study highlighted the centrality of artificial intelligence in decision making processes. Furthermore, it was established that decision making was directly related to the worker productivity, organisational culture and the general organisational performance. On this basis, some recommendations and conclusions about the investigated relationship were made.

The study, Necula (2023) sought to ascertain how we can forecast the impact of AI on the labour force in the software engineering profession; the qualifications of the prospective software engineers required. how the employment of prospects software engineers can be impacted in the market through integration of AI; and the employment likelihood of prospective Software Engineers. After a comprehensive search strategy turned up 42 pertinent papers, the review looked through them. The results imply that future software engineers will require soft skills like problem-solving and interpersonal communication in addition to excellent programming ability. Because AI can automate a lot of software engineer-related duties, The workforce in software engineering will be greatly impacted. The field of software engineering is facing difficulties from AI-assisted software development, and it is expected that the trend will continue in the future, transforming the software engineer's position. The analysis indicates that in order for the software engineering sector to prosper and continue to be important in the long run, it will need to adjust to the shifting environment.

The analysis, Mirbabaie et al. (2022) showed that because Workplaces and professions are expected to undergo significant change as a result of AI, which could also negatively impact individuals' feeling of identity with their jobs and increase concerns about being replaced. The study's conclusions, which will aid in raising awareness of the threat posed by AI identity, identify three major risk factors: changes to one's work environment, loss of status position, and AI identity prediction in the workplace. As for the contributions that the study makes to the working practice with the artificial intelligence (AI) at the workplace, it could probably influence the further studies in the field. In this case, both academics and professionals do know the possible consequences pertaining to people’s identities when AI is used in the employment sphere, and the parameters that should be considered when such systems are applied.

In the study, Frank et al. (2019) focused on the problem of identifying future changes of the labour and effects of automation and artificial intelligence for academics, thus. Some of the barriers are as follows: Until the recent past there was scarcity of detailed information on characteristics of work including features of jobs, skill substitution and interaction between humans and machines, uncertainty of relation between cognitive technologies and other forms of deployment and omission of micro level process of important generic factors of production like trade and urban migrations, etc. To overcome these challenges, better information on occupational capacities and echo enhancements of longitudinal and spatial density of data are required. In conjunction with these changes, technical innovations can provide multidisciplinary fields with the capacity to statistically monitor and predict the subtle patterns of change in work. Finally, they suggest creating a decision framework that, according to the stochastic character of

technologies predicting their evolution, also takes into account resistance to potential mishaps, besides general PARETO optimal behaviour.

The study, Henkel et al. (2020) aimed to determine whether and the extent to which the AI-based emotion recognition software enhances interpersonal emotion regulation (IER) in service professionals, and whether and how is moderated, the affective well-being of the employees by means of IER. Design/methodology/approach: To be utilised in the underpinning analysis, a programme of emotion recognition AI was created to help service personnel deal with consumer emotion. The efficiency of AI for IER service employee augmentation and direct downstream consequence on 2,459 call centre service encounter and well-being was assessed in the field study. Results: It was reckoned that featuring AI in improving the service personnel greatly boosted IER actions. Reducing the level of their clients' emotional states was a task to which the participants in the AI (versuscontrol) condition paid significantly more attention. The effect on the affective well-being of employees was mediated by the fulfilment of IER goals. A competing mediator was felt stress from being exposed to the AI augmentation. Practical implications: By emphasising AI's ability to complement rather than just replace workers, service organisations may reap the benefits of cutting edge technology. Additionally, using technology to communicate IER goal attainment may have positive effects on service employees' affective well-being.

Study, O.S. Agustono et al. (2023) was With regard to the, the positive effects and outcomes of integration of AI in the area of the HR management as well as the changes it brings for productivity and competitiveness are pointed in the study. The implies that traits as the organisation culture, technology and the HR management can enhance the effectiveness of AI. The ACF framework assesses the preparedness of a company, in relation to developing and deploying AI solutions in HRM with effects to business outcomes and corporate action. Future works need to look into barriers and recommendations on integration of AI in HRM.

The study, Yu, Li and Fan (2023) looked into whether perceived AI challenge, threat and trust was higher or lower in opaque relative to transparent AI situations. In this study, the people aspect is operationalised as follows: Specifically this research will address three questions: (1) does increased AI transparency lead to increased trust in AI; (2) To what extent does domain information about AI sensible the effect of AI on appraisals? The study involved 375 adults, with history of working experience, in an online hypothetical scenario experiment. As for the purpose of this paper, the results pointed that instead of being opaque AI being transparent incremented challenge assessments, threat, and trust. Nonetheless, staff members felt that decisions made by AI presented more difficulties than risks in terms of both transparency and opacity. They also discovered that challenge and threat assessments had a comparable mediation effect. Employee trust in AI is increased via AI openness, which lowers employee threat assessments and raises employee challenge assessments. Lastly, the relationship between AI transparency and assessments was mitigated by the subject understanding of employees about AI. To be more precise, domain knowledge both favourably and adversely mediated the effects of AI transparency: the former on challenge assessments, and the latter on danger assessments.

Researchers, Carbonero et al. (2023) suggested The actual method involves the assessment of the semantic similarity; the result is that workers in urban Vietnam are most vulnerable to AI displacement as they are found in these AI-occupations. The reasoning behind the method is a strength compared to other techniques that involve using AI occupational code cross tabulations to transport the effect scores from one country to another.

CHAPTER III:
METHODOLOGY

3.1 Overview of the Research Problem

The need to balance artificial intelligence (AI) and human behaviour in organizational settings is the research problem the study attempts to address. Since the escalation of technological developments in AI, firms are incorporating AI systems in their organisations to boost on productivity (Aldoseri, Al-Khalifa and Hamouda, 2024). However, the issue of weak integration results in constraints in relation to behaviour and the organisational environment.

The first potential issue is the dependency that is created between the organization and any AI technologies that are employed, which can result from increased human alienation and decreased engagement and satisfaction (Jarrahi, 2018). AI integration causes changes in many behaviors including work stress, personality, attitude and skill improvement hence its integration deploy ability deserves attention (Stein et al., 2024). However, it would also be important to understand how these factors affect the matching process of job applicants to a certain position and therefore, their job satisfaction.

The study proposes to establish the state of affairs regarding the use of AI in organizational environments, evaluate its impact on operative productivity, examine its role in reducing work stress, and determine its influence on changing employee personality and attitude. Furthermore, the study seeks to explore how AI integration affects the skill development of employees and how these factors collectively influence job suitability and employee job satisfaction.

To the following research questions, the research looking forward to providing more light on people management in organisations' experience of the impact of AI and also, see how organisations may keep, balance AI's application and people's behaviour in the working space which will have the positive effect (Malik et al., 2022). The Scholarly Case Study brings recommendations to organisational leaders which would help enhance staff satisfaction and organisational performance through proper handling of the organisations' AI roll out process.

3.2 Operationalization of Theoretical Constructs

Operationalization is the process by which theoretical constructs are made measurable for empirical study involves defining and in essence, measuring the concepts for research to take place on them (Al-Hoorie et al., 2022). The theoretical frameworks utilized in the study are: Integration of AI, work-related stress, employee performance, psychosocial factors/personality/attitude, skills and training, job match, job satisfaction.

AI integration is the level to which any amount of AI technology is implemented and used in a company (Raj, 2020). Based on the, the following metrics are useful for operationalising the construct: The level of adoption, the kinds of AI technologies being deployed in organisations and the level of AI pervasiveness within several organizational workflows.

Organisational performance can be defined as the measurable level of outcomes produced by employees and the efficiency of the work and effectiveness in meeting organisational objectives (Farooq and Sultana, 2022). The idea can be then used in performance improvement by determining how much output is created or how many tasks are completed by the workers within a certain period of time.

Simply stated, it can be described as feelings of pressure and discomfort resulting from working conditions and other factors at the workplace (Salama et al., 2022). The construct can be measures by giving set questions from the electronic questionnaires that test the level of stress among the employees as well as determine aspects that caused the stress.

The character or disposition of a person, which is a collection of one's qualities that dictate the ideas, feelings, and behaviours that the person has. The construct can be used in its operationalisation by applying personality tests of openness, conscientiousness, extraversion, agreeableness and neuroticism.

Skill development is the process by which an individual acquires new skills or enhances the existing ones. The construct can be developed by comparing the level of skill before and after the training programs have been implemented or getting the employees to rate their level of skills on some certain scale (Li, 2022).

Job suitability is the extent of alignment with an employee's skill set and personal objectives, scope of tasks and responsibilities, and expected performance level. The construct can be measured with the help of the match between the qualifications of the employees and their performance appraisals.

Employee job satisfaction seeks to capture the level of content that employees have in regard to their occupations and the nature of their working conditions. The construct can be measured by the use of questionnaires where employees are asked to rate their satisfaction level based on aspects like pay, health conscience provisions, working hours and interaction with other employees (Miao, Fayzullaev and Dedahanov, 2020).

In simple words, the process includes an explanation of how the theoretical constructs under consideration can be measured and the choice of the right method for the assessment and quantification of the identified characteristics in the context of AI integration and organisational behaviour.

3.3 Research Purpose and Questions

The primary purpose of the research is to analyze how corporations incorporate AI into their organizational systems and evaluate the impact on various aspects of an employee's performance and conduct. In particular, the following are the study's primary questions:

- What is the Current Landscape of AI Integration in Organizational Settings?
- What is the Impact of Artificial Intelligence (AI) Integration on Employee Productivity?
- How do the AI Integration play a role in lessening Employee Work Stress?
- What is the influence of AI Integration in changing Personality/Attitude of employees?
- How do the AI Integration influence the Skill Upgradation of employees?
- How to the employee productivity, Lessen Work Stress, Personality/Attitude, Skill Upgradation influence their job suitability.
- What is the Influence of Job suitability on Employee Job Satisfaction?

3.4 Research Design

Therefore in this study, the research design is the mixed research method that incorporate both quantitative and qualitative research methods concerning data collection and analysis (Borrego, Douglas and Amelink, 2009). The approach takes the researcher closer to the objectives of defining what counts as the research problem and how AI integration remaps forms of activities in organisations.

The quantitative part of the research proposal formally employs structured questionnaires and survey for the quantitative assessment of variables like: AI integration, work performance, work-related stress, self/attitude regarding the use of AI, training received, match with specific job roles and overall job satisfaction (Borrego, Douglas and Amelink, 2009). Like like questionnaires were administered on several employees in different organizations with a view to getting the information from the employees regarding their attitude and experiences in as far as the AI technology implementation and its influence on employees' behaviors and job satisfaction is concerned.

To the qualitative part of the study, case studies were used because these provide extensive information on specific examples of the application of AI in organisations based on the perception of the workers or

the managers. The examination of the effect of AI on certain organisations was carried out in the form of case study, that is, cases where the details of the application of AI and the results were researcher (Grace, Banson and Saraf, 2023).

As the case maybe since we are using research design containing both quantitative and qualitative factors the investigation of the research problem is broader than if one is using elements of only the quantitative and or/ qualitative research design paradigm. Most of the quantitative data concern the directions of how integration of AI will impact on various elements of human behavior and their interrelations; it is why the results in addition to the tendencies established based on the qualitative data clarify the further patterns of the identified link. The approach also enhances the validity and reliability of most of the findings that are computed in the study. thus, creating a better foundation on which all the conclusions and proposed changes in practice can be mutually grounded.

3.5 Population and Sample

The target population of the study entailed all the employees of different organisations that have either in part incorporated AI solutions in their operations. In the choice of the sample, the research adopted the convenience sampling in which the participants were chosen because of their willingness and ease of access.

The time, coverage and resources were considered to arrive at the samples to be used in collecting data. To achieve this, out of the selected organisations, 300 employees were recruited to participate in the study. The sample consisted of respondents from different departments and organisational levels, which allowed considering their different experiences and views on incorporating AI.

An informed consent was employed in the study: for the purpose of obtaining informed consent, participants were provided consent form with a summary of the study and participant's information. These may have been contacted either through link to their online survey or the researcher personally visiting their premises. The participants were later required to self-administer the structured survey questionnaire that was created for the purpose of collecting the data regarding the participants' perceptions about the integration of AI in working experiences and their effects. Group participants were selected from various industries and sectors so that a wide range of experiences can surface from the sample. Participants were informed of anonymity and all information gathered was kept secret to preserve the identity of the patients. Convenience sampling was chosen due to its effectiveness in data collection where it would have provided the study with important information in solving the research problem (Sara L. McLafferty, 2016).

3.6 Participant Selection

Table 3.1 Inclusion and Exclusion Criteria

Criteria	Inclusion	Exclusion
Industry	Employees from various industries	Employees from industries not relevant to AI integration
Experience with AI	Employees with direct experience or knowledge of AI integration in their organization	Employees without direct experience or knowledge of AI integration
Position/Level	Employees at different levels within the organization (e.g., entry-level, mid-level, managerial, executive)	Employees not directly involved in AI integration decisions or processes

Length of Employment	Employees with varying lengths of employment (to capture different levels of familiarity with AI integration)	New employees (less than 6 months)
Language Proficiency	Employees fluent in English (as the survey and interviews were conducted in English)	Employees with limited English proficiency
Consent and Availability	Employees who agreed to participate in the study and made themselves available for data collection	Employees who did not provide consent or were unavailable for data collection

3.7 Instrumentation

The following scale and variables were evaluated based on the give survey instrument:

AI Integration (AI)

S. No.	Statements	1	2	3	4	5
1.	AI is effectively integrated into the organization's processes.					
2.	I believe AI integration has a positive impact on organizational culture.					
3.	AI has improved the efficiency of work processes.					
4.	AI has helped in reducing work-related stress for employees.					
5.	AI has helped in reducing the manual workload for employees.					
6.	AI integration has led to better collaboration among employees.					
7.	AI has helped to provide better insights for strategic decision-making.					
8.	AI has improved the overall performance of our organization.					
9.	AI integration has improved the competitiveness of our organization in the market.					

Employee Productivity:

S. No.	Statements	1	2	3	4	5
1.	AI integration has helped me complete tasks more efficiently.					
2.	AI integration has improved my ability to meet deadlines.					
3.	AI integration has increased the quality of my work output.					
4.	AI integration has improved the accuracy of my work.					
5.	AI integration has helped me focus on more strategic aspects of my job.					
6.	Overall, I believe AI integration has positively impacted my productivity at work.					

Lessen Work Stress:

S. No.	Statements	1	2	3	4	5
1.	AI integration has helped in reducing stress levels associated with workload management.					
2.	AI has provided me with tools to cope with stressful situations at work.					
3.	AI tools have facilitated better time management, reducing stress from tight deadlines.					
4.	Achievement of better work-life balance due to efficiency brought by AI integration.					
5.	AI technologies have contributed to a more supportive and collaborative work environment.					
6.	AI-supported decision-making procedures reduce anxiety about workplace uncertainties.					

Personality/Attitude:

S. No.	Statements	1	2	3	4	5
1.	The use of AI has increased my confidence in my ability to complete job tasks.					
2.	AI integration has helped me adapt to new challenges in the workplace.					
3.	Integrating AI has increased my receptivity to innovation and change.					
4.	AI integration has improved my ability to collaborate with others.					
5.	AI integration has positively influenced my attitude towards work.					

Skill Upgradation:

S. No.	Statements	1	2	3	4	5
1.	AI tools and technologies have helped me acquire new skills relevant to my job.					
2.	AI has enabled me to stay updated with the latest trends and developments in my field.					
3.	AI has made learning new skills more efficient and effective for me.					
4.	AI has helped me develop skills that are transferable to other areas of my life.					
5.	I feel more confident in my ability to perform tasks that require advanced skills due to AI.					
6.	Overall, I believe that AI has significantly contributed to my skill upgradation.					

2 Job Suitability:

S. No.	Statements	1	2	3	4	5
1.	The integration of AI has made my job more suitable to my skills and abilities.					
2.	AI has helped in reducing my work stress, making my job more suitable for me.					
3.	I believe that AI has made my job more suitable to my personality and work style.					
4.	AI has facilitated my skill upgradation, making me more suitable for future job roles.					
5.	Overall, I feel that AI integration has made my job more suitable and satisfying.					

3 Employee Job Satisfaction (EJS):

S. No.	Statements	1	2	3	4	5
1.	I feel valued and appreciated for my contributions at work.					
2.	I have opportunities for growth and advancement in my current role.					
3.	I feel that AI has improved my job performance, leading to greater job satisfaction.					
4.	I am satisfied with the opportunities for training and development provided by my organization.					
5.	I have a good work-life balance.					
6.	I believe that AI integration has increased my job satisfaction compared to before its implementation.					
7.	AI integrated organizational culture positively influence my overall job satisfaction.					

3.1 Data Collection Procedures

The five social research data collection methods were therefore used data collection method in the study. The other type of data is called Primary data – this is information which has been gathered for the first time within a given research study often a primary source of a situation or a piece of evidence within a given study. It can also be referred to as knowing it first hand or having original data. Due to the need to ensure efficiency and credibility of information being collected the process was divided into various phases.

1. **Survey Design:** The theoretical framework and research objectives served as the foundation for the development of an organised survey questionnaire. There were closed-ended questions on the survey to collect quantitative.
2. **Survey Distribution:** Convenience sampling was used to distribute the survey to a sample of 300 employees from different organisations. Those who consented to participate were sent a link to the online survey, and participants were contacted either in person or via email.
3. **Data Collection:** Survey responses on AI integration, employee productivity, work stress, personality/attitude, skill development, job fit, and employee job satisfaction were requested from the participants.

3.2 Data Analysis

In the analysis of data collected for the study, the Statistical Package for the Social Sciences (SPSS) was employed: the is a statistical programme that is widely used in social sciences. SPSS is an acronym formed Statistical Package for the Social Sciences. other names include IBM SPSS Statistics; it is a computer programme used for statistical data analysis. It originated in the social science camp because of its name, but as highlighted above, is now applied in a variety of data markets (McCormick and Salcedo, 2017). Thus, considering that both quantitative and qualitative data were used in the research, SPSS was chosen as suitable for analyzing the range of data obtained when conducting the study. Before data analysis, errors and inconsistencies might have existed in data; data cleaning was therefore performed on data collected. The included ensuring that the data was correctly grouped for the analysis, and also looking for gaps and numbers that may be out of place.

- **Reliability Analysis:** On the internal consistency for the survey questionnaire validity assessment, reliability analysis was conducted. Other measures included using cronbach alpha reliability co-efficient in assessing internal consistency reliability for the scales used in the questionnaire such as employee productivity, work stress, personality/attitude and job satisfaction scales. Crosstabs indicated high internal consistency when Cronbach alpha was above 0. 7 was considered acceptable (Barbera et al., 2021).
- **Descriptive Analysis:** Data collected in the survey was subjected to a statistical analysis as a preliminary measure where descriptive statistics such as means, standard deviations and frequencies were used on the demographic information collected (Mvududu and Shannon, 2023). The served to briefly orient the participants with some of the primary variables relevant to AI deployment and Organizational Behaviour.
- **Correlation Analysis:** In a bid to test the postulations about the relationships of the variables, correlation analysis was conducted (Li, Gao and Lu, 2021). Hence conversely given all the research claims and having no ordinal data; Spearman rho correlation coefficients had been specifically computed in order to assess the direction and the strength of the relationships between incorporation of AI with the employee productivity, stress level, personality/attitude, training development, suitability of job, and job satisfaction.
- **Ordinal Regression:** The ordinal regression analysis was done to examine AI impact on the job suitability or employee job satisfaction. The extraction aided in defining the degree of the impacts caused by the AI integration of these outcomes albeit being ordinal measures (Garcia, 2021).

Altogether, the employment of SPSS enabled investigating critically the gathered data for the current study and revealed new observations regarding the connection of integration of AI and multiple spheres of organisational behaviour.

3.3 Research Design Limitations

The research design used in the study was thorough and intended to offer insightful information about the relations between AI integration and organisational behaviour, but there were a few limitations that should be noted:

1. **Sampling Bias:** Convenience sampling may have introduced additional bias in the sample since likely reasons for decline are not unlikely to hold a different perspective than those who willingly agreed to participate.
2. **Generalizability:** It can however be argued that since the sample for the study comprised of the selected industries and regions, the findings may not be generalizable to other organisations.

3. **Self-Report Measures:** The use of self-report measures including surveys and interviews may have introduced response bias if the participants provided results that were favourable or looked for on their part.
4. **Cross-Sectional Design:** In my view, the type of research study used in the particular piece of work is cross-sectional, and as such it is challenging to establish possible causality between organisational behaviour and the level of integration between such organisations and artificial intelligence.
5. **Limited Scope of Variables:** Perhaps the study failed to capture the total quality and dynamic nature of the examined relationship since the investigation was confined to a selected number of variables encompassing the integration of AI and organisational behaviour.

Despite these limitations, the study design provided valuable information regarding the ER of integration with the AI system, focusing on the impact in organisational behaviour and calling for further research to counter these limitations and generate better data.

3.4 Conclusion

Hence the research question seeks to understand the effects of applying AI in the workplaces in relation to organisational behaviour within yields or productivity levels, stress levels, personality/attitude, skill acquisition and fitness for the job and job satisfaction. The kind of undertaking that the purpose of the work was to engage in was mixed method research and in as much as the the surveys contained valuable details as to the rather ill-defined connection.

The use of the research questions, the responses and the analysis indicated that implementing artificial intelligence has potential organisational benefits and disadvantages. Positive outcomes pertain to employee performance output and organizational efficiency, whereas the negative outcomes refer to reduced employee satisfaction and organizational fit. However, there are weaknesses that were pointed out in the study and these include Discussions: While appreciating the findings of the study, some weaknesses were also pointed out.

In summary, the research hence validates the emergent wisdom in the advancement of AI and its implications for organisational behaviour with the view to advancing the causes of positive organisational policies and behaviour. In the organizational behaviour, concerning the further research area, it has to be considered what has not been identified in the present study Yet there can be other issue to be considered that may have an influence on AI integration in the organizational behaviour.

CHAPTER IV:
RESULTS

4.1 Reliability and Normality Statistic

Table 4.1 Reliability Statistics

Cronbach's Alpha	N of Items
.701	44

The set of 44 items in the reliability data displayed in the above table has a Cronbach's Alpha of 0.701. An indicator of internal consistency shows how closely related a group of objects are to each other. They consistently measure the same underlying construct, as indicated by their 0.701 score. Despite the, the number is over the generally recognised acceptable reliability level of 0.70.

4.2 Tests of Normality

Table 4.2 Tests of Normality

	Kolmogorov-Smirnov[a]			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
AI Integration	.284	504	.000	.800	504	.000
Employee Productivity	.248	504	.000	.849	504	.000
Lessen Work Stress	.276	504	.000	.840	504	.000
Personality/Attitude	.249	504	.000	.865	504	.000
Skill Upgradation	.248	504	.000	.858	504	.000
Job Suitability	.248	504	.000	.866	504	.000
Employee Job Satisfaction	.294	504	.000	.806	504	.000

The above table shown the present distribution of normality tests for AI Integration variables indicate non-normal distributions: AI Integration (KS = 0.284, SW = 0.800, p = 0.000), Employee Productivity (KS = 0.248, SW = 0.849, p = 0.000), Lessen Work Stress (KS = 0.276, SW = 0.840, p = 0.000), Personality/Attitude (KS = 0.249, SW = 0.865, p = 0.000), Skill Upgradation (KS = 0.248, SW = 0.858, p = 0.000), Job Suitability (KS = 0.248, SW = 0.866, p = 0.000), and Employee Job Satisfaction (KS = 0.294, SW = 0.806, p = 0.000).

4.3 Demographic Details of the Respondents

Table 4.3 Demographic Details

	Frequency	Percent	
Gender			
	Male	129	25.6
	Female	121	24
	Non-binary	144	28.6
	Prefer not to say	110	21.8
	Total	504	100
Age (In Years)			
	18-24 Years	83	16.5
	25-34 Years	88	17.5
	35-44 Years	80	15.9
	45-54 Years	94	18.7
	55 years and above	84	16.7
	Prefer not to say	75	14.9
	Total	504	100
Education Level			
	High School or z	92	18.3
	Bachelor's degree	94	18.7

	Master's degree	120	23.8
	Doctorate or higher	105	20.8
	Other	93	18.5
	Total	504	100
Current Job Role			
	Entry-level	102	20.2
	Mid-level	111	22
	Senior-level	82	16.3
	Managerial	111	22
	Executive/Leadership	98	19.4
	Total	504	100
Frequency of interaction with AI technology at work			
	Rarely	93	18.5
	Daily	103	20.4
	Weekly	109	21.6
	Monthly	96	19
	Never	103	20.4
	Total	504	100

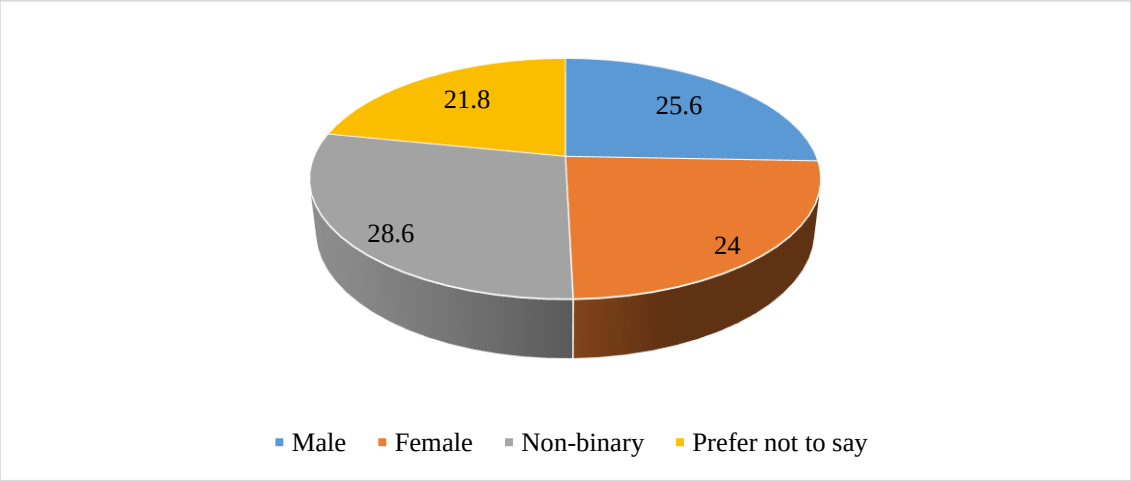


Figure 4.1 Gender

The gender identity distribution of a sample of 504 respondents is shown in the above figure. Of these, 25.6% identified as male, 24% as female, 28.6% as non-binary, and 21.8% opted not to say. As to the data, the greatest proportion of participants identify as non-binary.

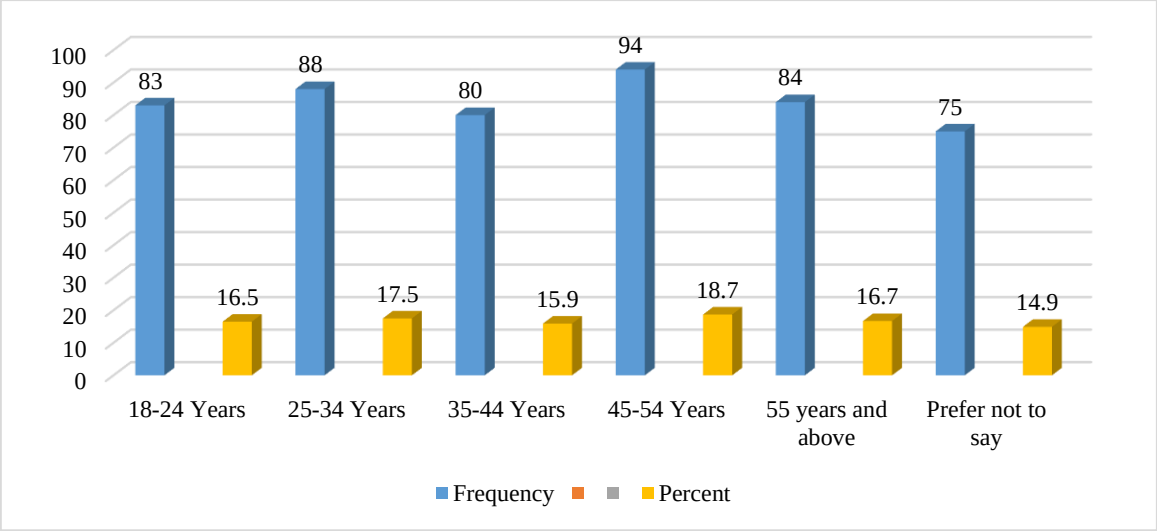


Figure 4.2 Age

The above figure presents the distribution of age identities among a sample of 504 individuals. The largest proportion falls within the 45-54age blocks compromising 18.7% of the sample followed nearly by those aged 25-34 to comprise 17.5% of individuals aged 18-24 and 55 years above each representing 16.5% and 16.7% respectively, for the moment 35-44 years old account for 15.9 and A notable percentage 14.9% prefer not to say.

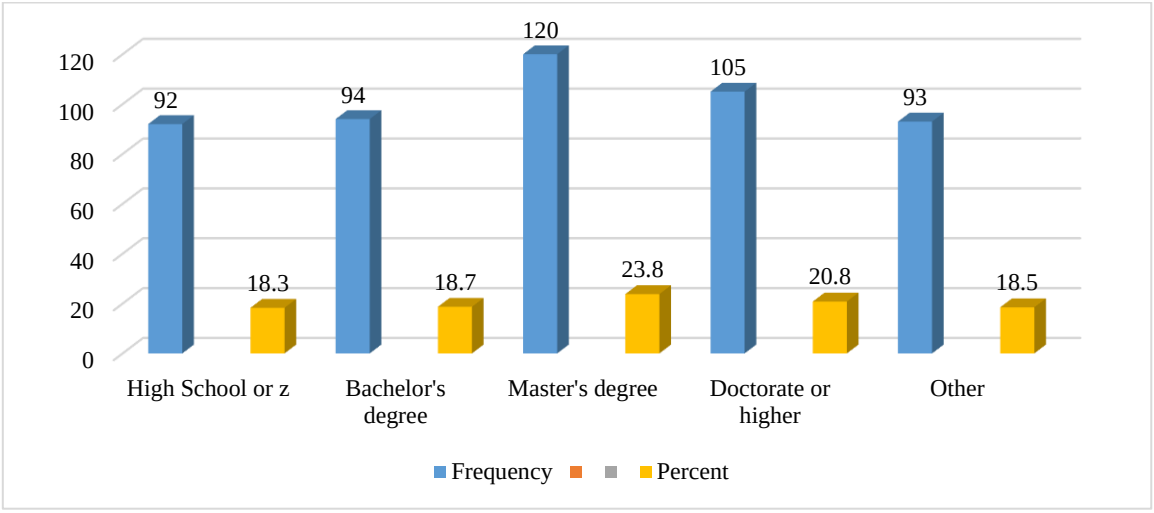


Figure 4.3 Education Level

The above figure presents the distribution of educational levels attained within a sample of 504 individuals. Especially the highest proportion of respondents, consisting of 23.8% of the sample, hold a master's degree followed by nearly those with a decorate of higher, representing 20.8%. Bachelor's degree holders account for 18.7%, As individuals with a High school diploma or Equivalent 18.3% Also, 18.5% fall into the "Other" category, signifying different educational paths above the typical academic degrees.

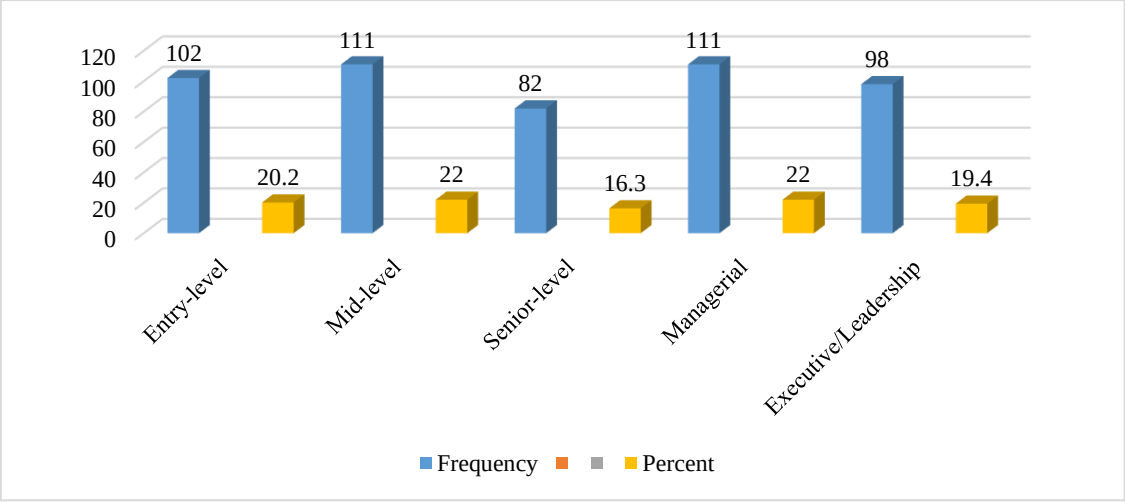


Figure 4.4 Current Job Role

The above figure presents the distribution of current job roles among a sample of 504 individuals. The largest proportion of respondents, consisting of 22% of the sample, lived in either mid-level or managerial positions, with 111 individuals in each category. Entry-level roles follow nearly, representing 20.2% of the sample, as executive/leadership positions account for 19.4%. Senior-level roles make up 16.3% of the respondents.

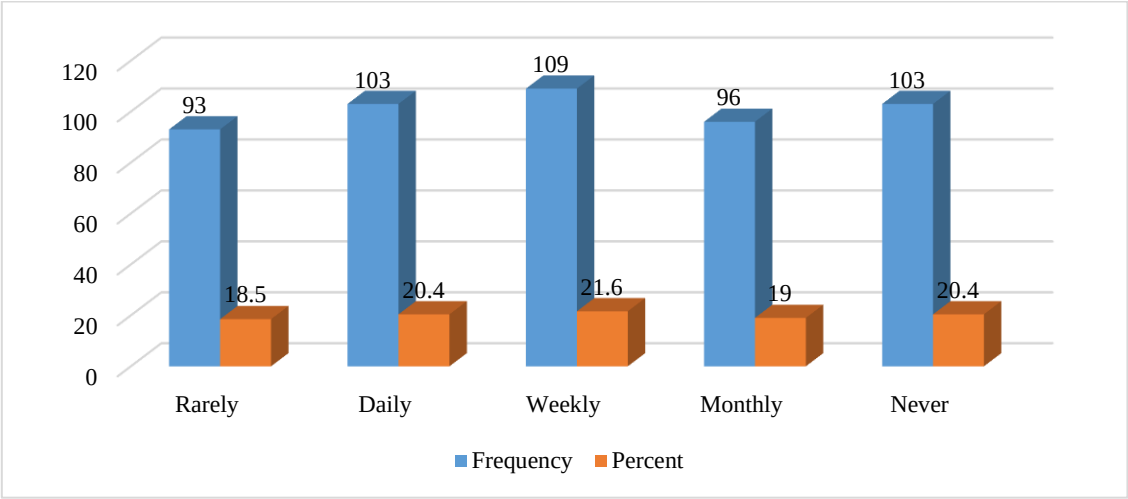


Figure 4.5 Frequency of Interaction with AI Technology at Work

The distribution frequency of a sample of 504 people's interactions with AI technology at work is shown in the above image. The most common relation plan is every week, with 21.6% of respondents reporting such a thing. Daily interactions nearly follow, representing 20.4% of the sample, as do instances of never engaging with AI technology in the workplace. Both rare interactions and monthly engagements account for 18.5% and 19%, respectively.

4.4 Research Question One

Table 4.4 AI Integration (AI)

		Strongly Disagree	Disagree	Neither agree nor disagree	Agree	Strongly Agree
AI is effectively integrated into that organization's processes.	Frequency	98	91	116	108	91
	Percent	19.4	18.1	23	21.4	18.1
I believe AI integration has a positive impact on organizational culture.	Frequency	91	91	118	109	95
	Percent	18.1	18.1	23.4	21.6	18.8
AI has improved the efficiency of work processes.	Frequency	93	85	117	106	103
	Percent	18.5	16.9	23.2	21	20.4
AI has helped in reducing work-related stress for employees.	Frequency	83	81	128	106	106
	Percent	16.5	16.1	25.4	21	21
AI has helped in reducing the manual workload for employees.	Frequency	103	96	92	109	103
	Percent	20.4	19	18.3	21.6	20.4
AI integration has led to better collaboration among employees.	Frequency	87	110	112	100	95
	Percent	17.3	21.8	22.2	19.8	18.8
AI has helped to provide better insights for strategic decision-making.	Frequency	93	87	101	104	119
	Percent	18.5	17.3	20	20.6	23.6
AI has improved the overall performance of our organization.	Frequency		84	92	153	82
	Percent	18.5	16.7	18.3	30.4	16.3
AI integration has improved the competitiveness of our organization in the market.	Frequency	91	102	98	113	100
	Percent	18.1	20.2	19.4	22.4	19.8

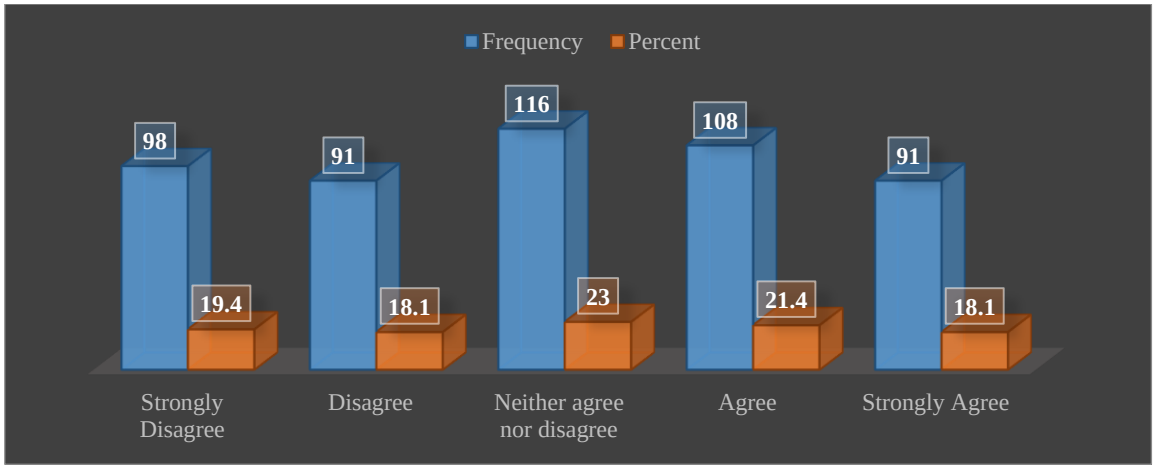


Figure 4.6 AI is effectively integrated into the organization's processes.

The distribution of respondents' opinions regarding the integration of AI into organisational processes is depicted in the following figure, demonstrating a range of opinions: 23% neither agree nor disagree, 21.4% agree, and 18.1% highly agree. However, a significant portion disagrees, with 19.4% strongly disagreeing and 18.1% disagreeing, indicating a divided view on AI's effectiveness in organizational integration.

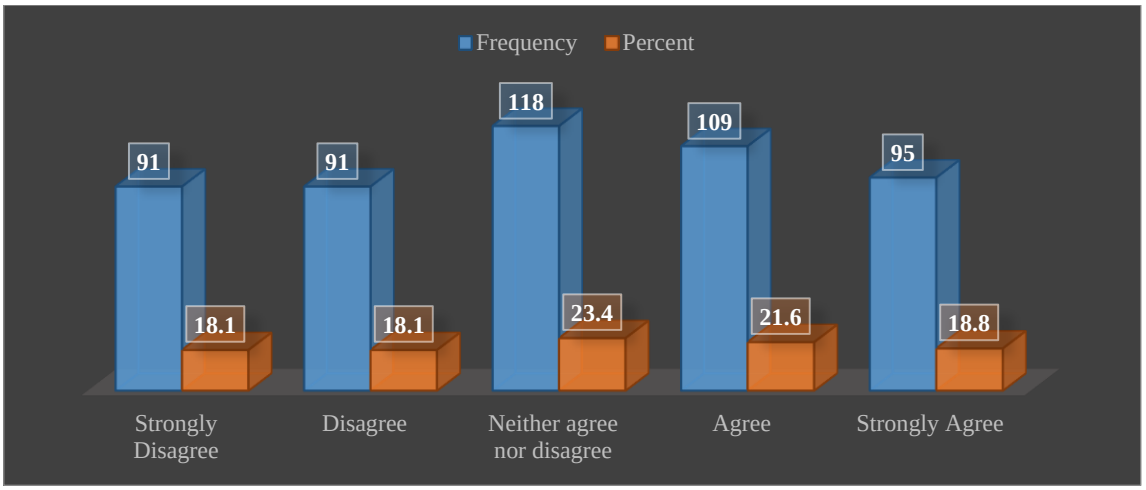


Figure 4.7 I believe AI integration has a positive impact on organizational culture.

The distribution includes a sizable portion of respondents—23.4%—who neither agree nor disagree with the aforesaid figure, whereas 21.6% agree and 18.8% strongly agree. Conversely, 18.1% strongly disagree and an equal 18.1% disagree, reflecting a spectrum of views with a slight inclination towards neutrality and positive sentiment.

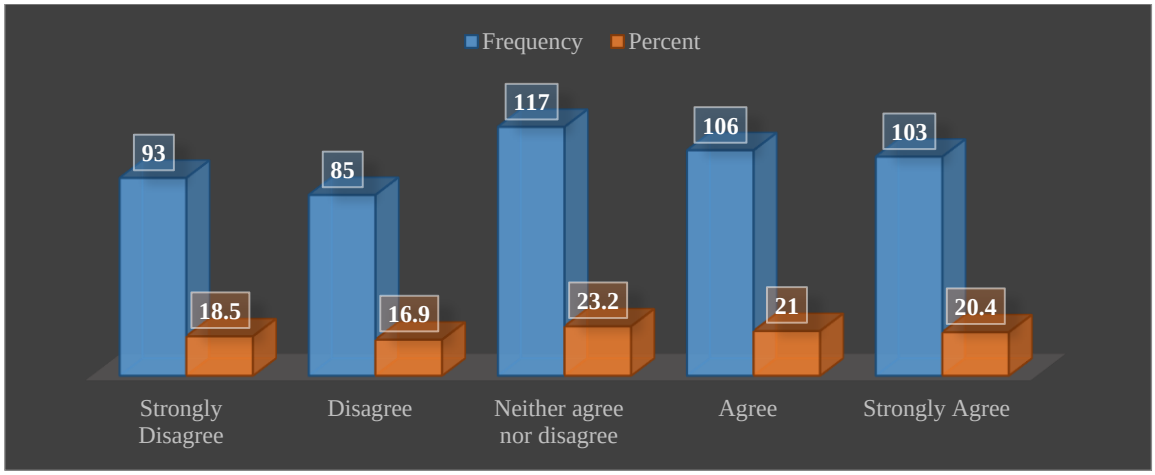


Figure 4.8 AI has improved the efficiency of work processes.

The distribution of the data, as seen in the above picture, illustrates a variety of viewpoints regarding the effect of AI on work process efficiency. A plurality of respondents, 23.2%, neither agree nor disagree. Those agreeing constitute 21%, and those strongly agreeing account for 20.4%. In contrast, 18.5% strongly disagree and 16.9% disagree. The distribution indicates a general, albeit varied, perception of AI's effectiveness in enhancing efficiency, with a modest lean towards positive and neutral viewpoints.

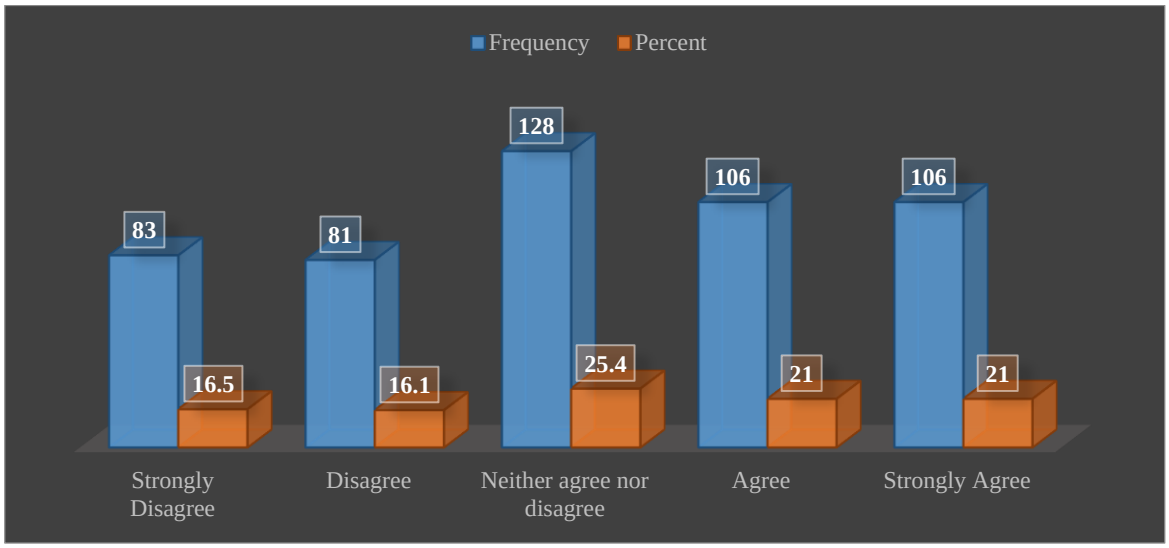


Figure 4.9 AI has helped in reducing work-related stress for employees.

The above figure shows the distribution of the varied opinions on the role of AI in reducing work-related stress among employees. Notably, 25.4% of respondents expressed neither agreement nor disagreement with the statement, reflecting a sizable percentage of ambiguity or neutrality. In the meantime, 21% of respondents said they agree and strongly agree, suggesting that 42% of participants have a favourable opinion of AI in the area. On the contrary, 16.5% strongly disagree and 16.1% disagree, indicating that approximately one-third of the respondents do not see AI as beneficial in reducing work-related stress.

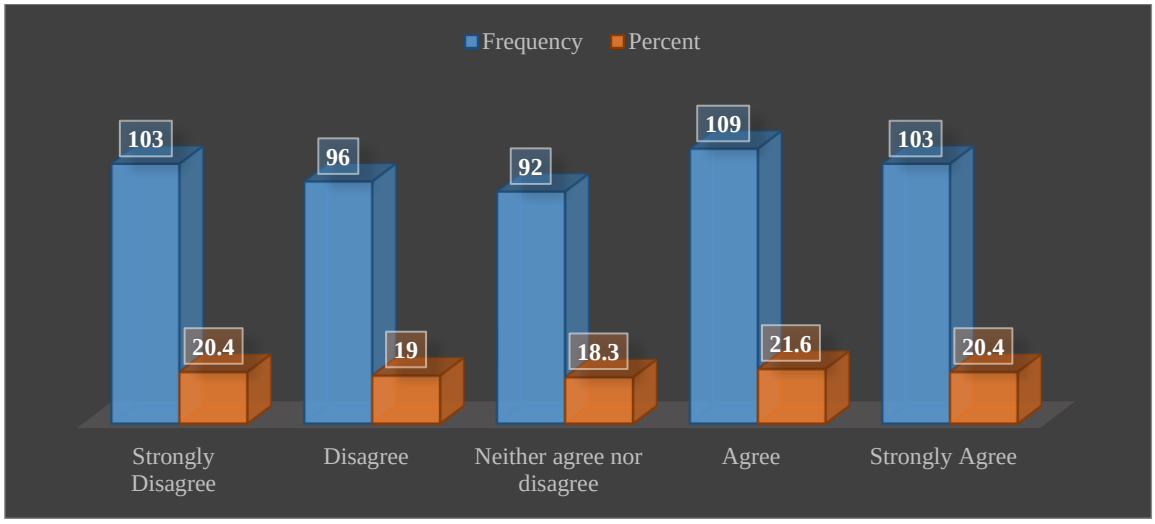


Figure 4.10 AI has helped in reducing the manual workload for employees.

The distribution of data on how AI helps employees work less manually is depicted in the above graphic. In particular, 20.4% of respondents strongly disagree and 19% disagree, indicating a combined 39.4% expressing skepticism or opposition to AI's efficacy in reducing manual tasks. Conversely, 21.6% agree and 20.4% strongly agree, suggesting a positive perception among 42% of participants regarding AI's effectiveness in alleviating manual workload. Additionally, 18.3% neither agree nor disagree, underscoring a notable proportion of respondents who remain neutral or uncertain about AI's impact on reducing manual tasks.

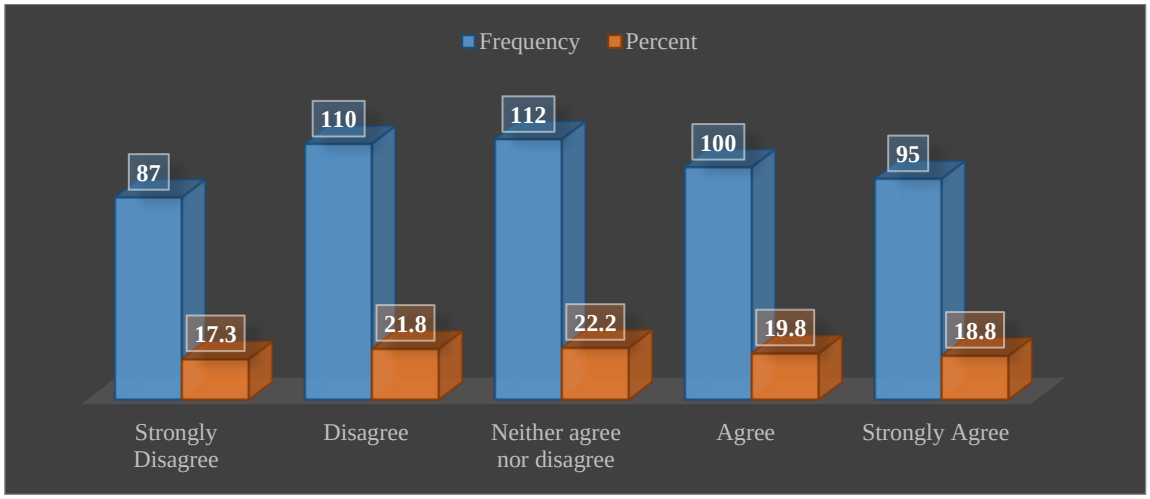


Figure 4.11 AI integration has led to better collaboration among employees.

The influence of integrating AI in the workplace on improving employee collaboration is distributed as seen in the above figure. Specifically, 17.3% of respondents strongly disagree and 21.8% disagree, comprising a cumulative 39.1% expressing skepticism or opposition to AI's role in enhancing collaboration. Conversely, 19.8% agree and 18.8% strongly agree, reflecting a positive sentiment among 38.6% of participants regarding AI's ability to improve collaborative efforts. Additionally, 22.2% neither agree nor disagree, highlighting a significant portion of respondents who are neutral or undecided about AI's influence on collaboration.

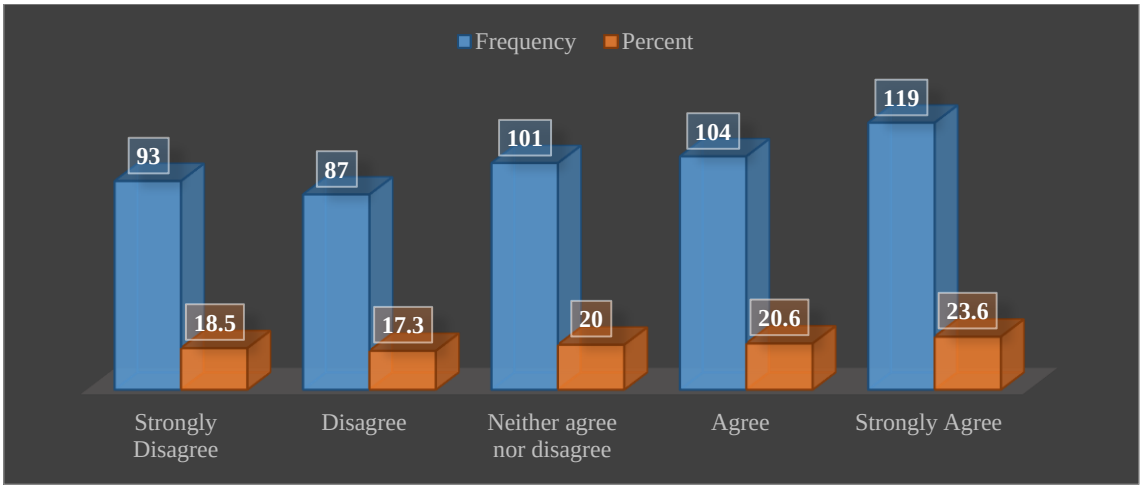


Figure 4.12 AI has helped to provide better insights for strategic decision-making.

The distribution of AI's contribution to improving strategic decision-making in organisations is depicted in the above figure. Specifically, 18.5% of respondents strongly disagree and 17.3% disagree, constituting a combined 35.8% expressing skepticism or opposition towards AI's efficacy in providing valuable insights for strategic decisions. In contrast, 20.6% agree and 23.6% strongly agree, collectively representing 44.2% of participants who acknowledge AI's positive contribution to strategic decision-making processes. Moreover, 20% of respondents neither agree nor disagree, underscoring a notable segment that remains uncertain about AI's impact on providing strategic insights.

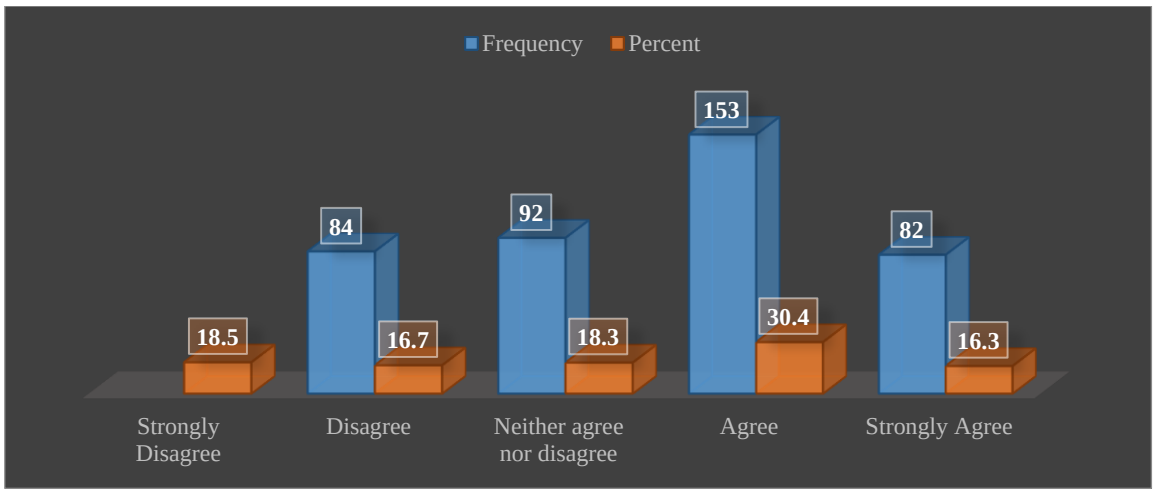


Figure 4.13 AI has improved the overall performance of our organization.

The above figure shows the distribution of the impact of AI on overall organizational performance. Specifically, 18.5% of respondents strongly disagree and 16.7% disagree, constituting a combined 35.2% expressing skepticism or opposition towards AI's role in improving organizational performance. In difference, 30.4% agree and 16.3% strongly agree, representing a collective 46.7% who perceive AI as beneficial for enhancing organizational performance. Additionally, 18.3% neither agree nor disagree, indicating a significant proportion of respondents remain undecided about AI's overall contribution.

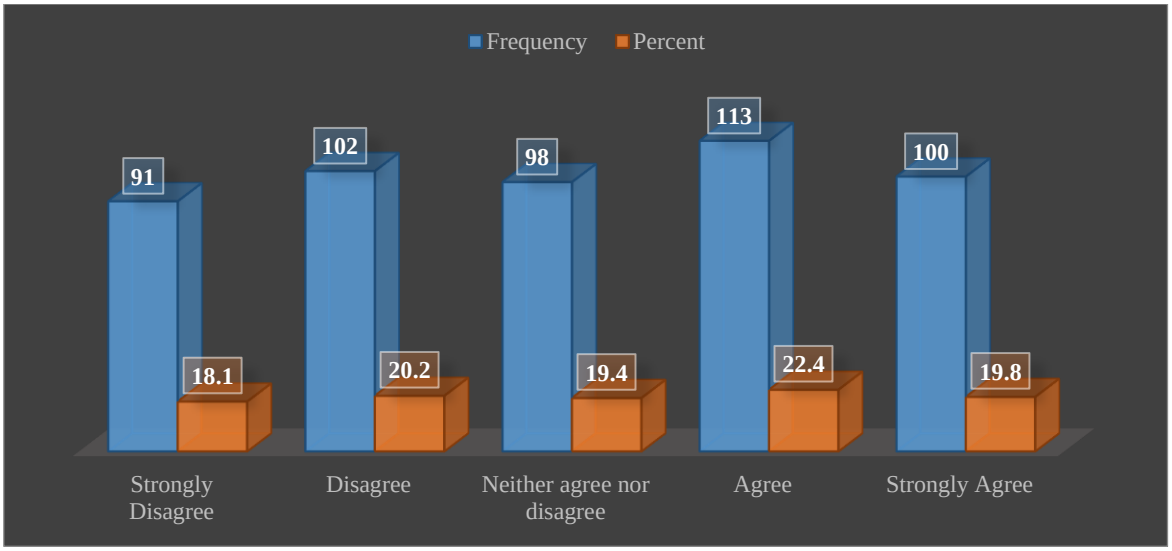


Figure 4.14 AI integration has improved the competitiveness of our organization in the market.

The distribution of the influence of AI integration on an organization's ability to compete in the market is depicted in the above figure. Analysis shows that 18.1% strongly disagree and 20.2% disagree, totalling 38.3% expressing skepticism or opposition towards AI's role in enhancing competitiveness. Conversely, 22.4% agree and 19.8% strongly agree, together representing 42.2% who perceive AI as positively influencing organizational competitiveness. Moreover, 19.4% neither agree nor disagree, indicating a notable segment of respondents withholding a definitive stance on AI's influence.

Crosstab

Table 4.5 Gender * AI Integration

Count							
		AI Integration					**Total**
		Strongly Disagree	**Disagree**	**Neutral**	**Agree**	**Strongly Agree**	
Gender	Male	1	5	49	67	7	129
	Female	0	2	58	57	4	121
	Non-binary	0	8	70	64	2	144
	Prefer not to say	1	5	51	47	6	110
Total		2	20	228	235	19	504

The above table shows the distribution of the most frequent response overall was "Neutral," reported highest among non-binary individuals (70). Males had the highest count in the "Agree" category (67), followed closely by non-binary individuals (64). Females reported the highest count for "Neutral" (58). "Strongly Agree" responses were relatively consistent across genders, with males reporting 7 and non-binary individuals reporting 2. "Strongly Disagree" responses were minimal across all groups, 129 males, 121 females, 144 non-binary individuals, and 110 who preferred not to disclose their gender.

Table 4.6 Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	12.270[a]	12	.424
Likelihood Ratio	13.927	12	.305
Linear-by-Linear Association	2.629	1	.105
N of Valid Cases	504		
a. 9 cells (45.0%) have an expected count of less than 5. The minimum expected count is .44.			

The above table shows there is no discernible correlation among the replies and categories in the following table, which displays the distribution of "using AI has increased my confidence in my ability to complete job tasks." The Likelihood Ratio is 13.927 (df = 12, p = 0.305) and the value of the Pearson Chi-Square is 12.270 (df = 12, p = 0.424). 2.629 (p = 0.105, df = 1) is the Linear-by-Linear Association test result. Additionally, the lowest predicted count is 0.44, and the expected count of less than 5 is present in 45.0% of cells.

Table 4.7 Age * AI Integration

Count							
		AI Integration					**Total**
		Strongly Disagree	**Disagree**	**Neutral**	**Agree**	**Strongly Agree**	
Age	18-24 Years	0	2	38	42	1	83
	25-34 Years	1	2	33	44	8	88
	35-44 Years	0	1	45	32	2	80
	45-54 Years	0	6	40	45	3	94
	55 years and above	0	6	42	33	3	84
	Prefer not to say	1	3	30	39	2	75
Total		2	20	228	235	19	504

The above table shows the distribution of the Most respondents who agreed with AI integration, with the highest counts in the 18-24 (42) and 25-34 (44) age groups. The "Neutral" response was common, notably among ages 35-44 (45) and 55 years and above (42). "Disagree" and "Strongly Disagree" had few responses, particularly among the younger age groups.

Table 4.8 Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	26.164[a]	20	.160
Likelihood Ratio	25.294	20	.190
Linear-by-Linear Association	1.490	1	.222
N of Valid Cases	504		

a. 18 cells (60.0%) have expected count less than 5. The minimum expected count is .30.

There are no statistically significant correlations between the variables, as indicated by the distribution of the Chi-Square tests in the above table, as seen in the above image. as demonstrated by the Likelihood Ratio test's.190 p-value and the Pearson Chi-Square test's.160 p-value. With a p-value of.222, the Linear-by-Linear Association test likewise failed to achieve significance. However, Because 60% of the cells had predicted counts less than 5, and the lowest expected count was.30, vigilance is necessary.

4.5 Research Question Two

Table 4.9 Employee Productivity:

		Strongly Disagree	Disagree	Neither agree nor disagree	Agree	Strongly Agree
AI integration has helped me complete tasks more efficiently.	Frequency	91	91	98	120	104
	Percent	18.1	18.1	19.4	23.8	20.6
AI integration has improved my ability to meet deadlines.	Frequency	92	81	101	123	107
	Percent	18.3	16.1	20	24.4	21.2
AI integration has increased the quality of my work output.	Frequency	83	98	107	108	108
	Percent	16.5	19.4	21.2	21.4	21.4
AI integration has improved the accuracy of my work.	Frequency	91	99	101	104	109
	Percent	18.1	19.6	20	20.6	21.6
AI integration has helped me focus on more strategic aspects of my job.	Frequency	95	97	102	102	108
	Percent	18.8	19.2	20.2	20.2	21.4
Overall, I believe AI integration has positively impacted my productivity at work.	Frequency	100	97	101	104	102
	Percent	19.8	19.2	20	20.6	20.2

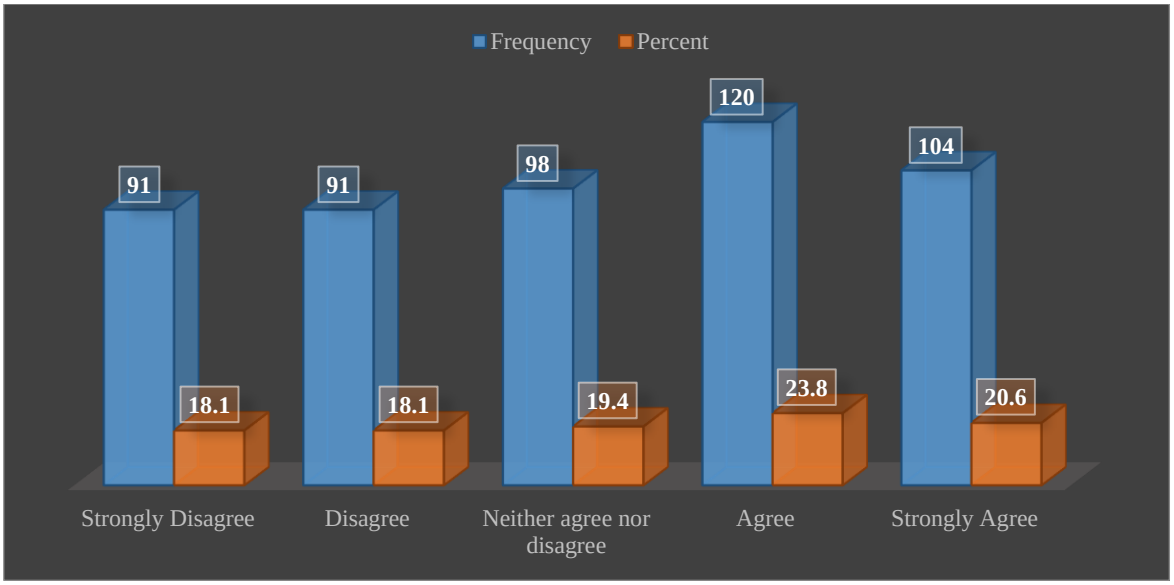


Figure 4.15 AI integration has helped me complete tasks more efficiently.

In the above figure shows the distribution of respondents' opinions on how integrating AI has affected task efficiency is depicted. A significant portion, comprising 18.1% of each strongly disagreeing and disagreeing, collectively 36.2%, express skepticism or dissatisfaction with AI's role in task efficiency. Conversely, 23.8% agree and 20.6% strongly agree, totaling 44.4%, perceive AI as beneficial in enhancing task completion efficiency. Additionally, 19.4% neither agree nor disagree, indicating uncertainty or neutrality towards AI's influence.

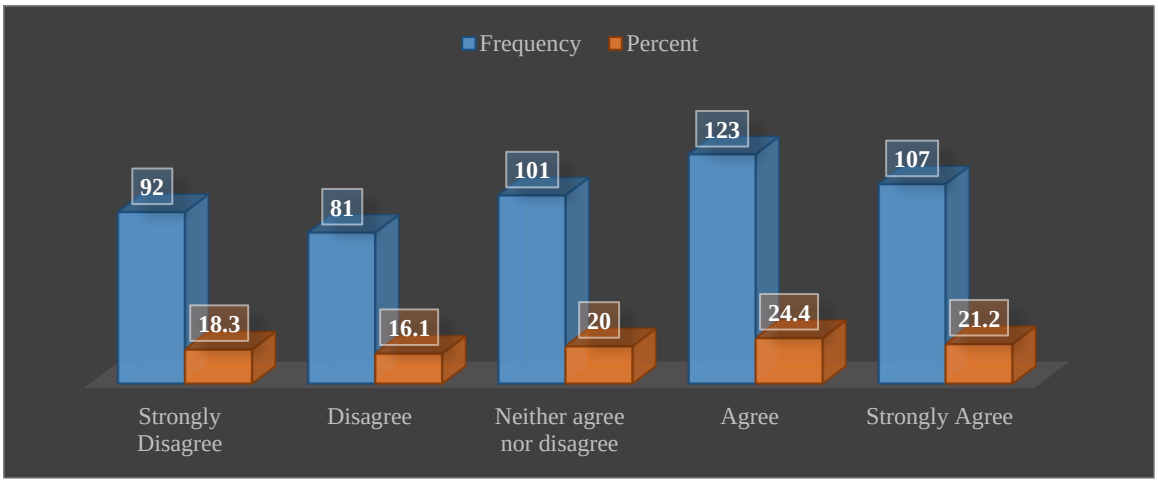


Figure 4.16 AI integration has improved my ability to meet deadlines.

As can be seen in the above figure, survey data indicates a variety of opinions about respondents' perceptions of AI integration's impact on meeting deadlines. Significantly, 18.3% strongly disagree and 16.1% disagree, for a total of 34.4%, suggesting scepticism or discontent with AI's role in deadline management. On the other hand, 45.6% believe that AI will help them fulfil deadlines because 24.4% agree and 21.2% definitely agree. Furthermore, 20% express no opinion, showing ambiguity or indifference regarding AI's potential to increase deadline adherence.

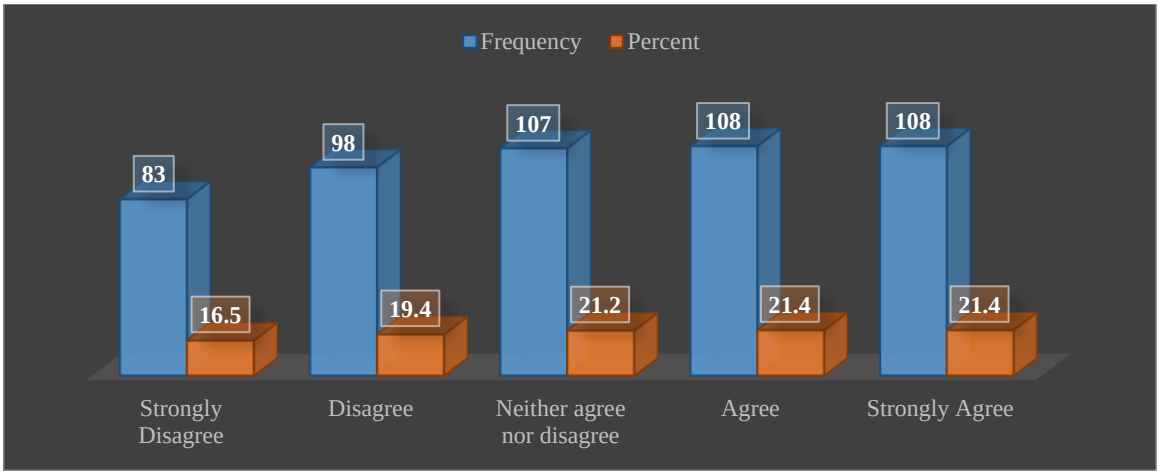


Figure 4.17 AI integration has increased the quality of my work output.

In the above figure shows the distribution of the impact of AI integration on work output quality among participants. A notable proportion, 35.9% (16.5% strongly disagree and 19.4% disagree), expresses skepticism or dissatisfaction, implying AI's limited influence on enhancing work quality. On the other hand, 42.8% of respondents (21.2% strongly agree, 21.4% agree, and 21.2% neither agree nor disagree) believe AI has a good impact on raising the calibre of work output.

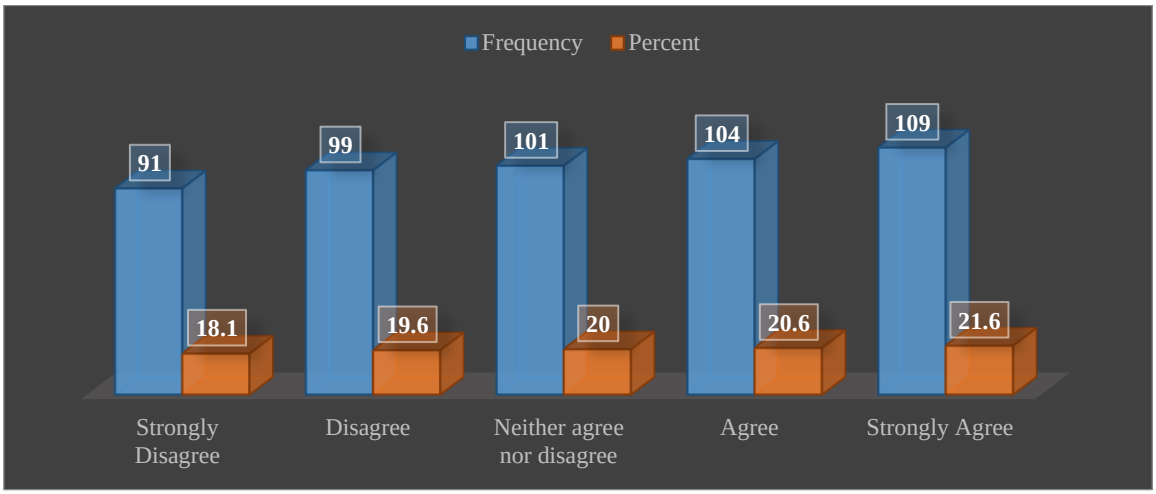


Figure 4.18 AI integration has improved the accuracy of my work.

In the above figure shows the distribution of the impact of AI integration on work accuracy among respondents. A significant portion, 37.7% (18.1% strongly disagree and 19.6% disagree), holds reservations or skepticism about AI's role in enhancing work accuracy. Conversely, 42.2% (20% neither agree nor disagree, 20.6% agree, and 21.6% strongly agree) perceive AI as contributing positively to improving work accuracy.

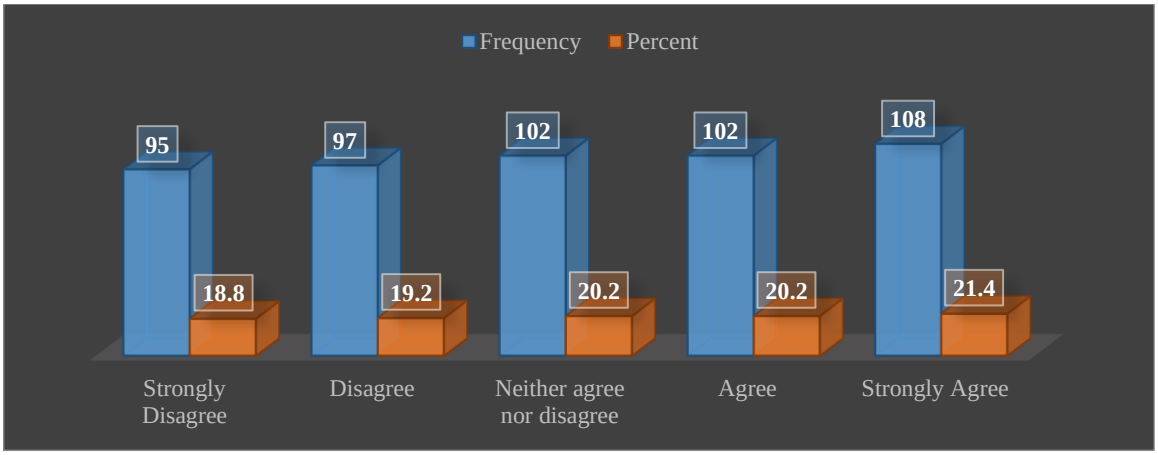


Figure 4.19 AI integration has helped me focus on more strategic aspects of my job.

The aforementioned graphic illustrates the range of perspectives on how AI integration affects employees' ability to concentrate on strategic facets of their jobs. Approximately 39% of respondents expressed reservations or disagreement (18.8% strongly disagree and 19.2% disagree) that AI facilitates strategic focus. On the other hand, 41.6% (20.2% definitely agree, 20.2% agree, and 20.2% neither agree nor disagree) believe AI has a beneficial impact on improving strategic focus in their work tasks.

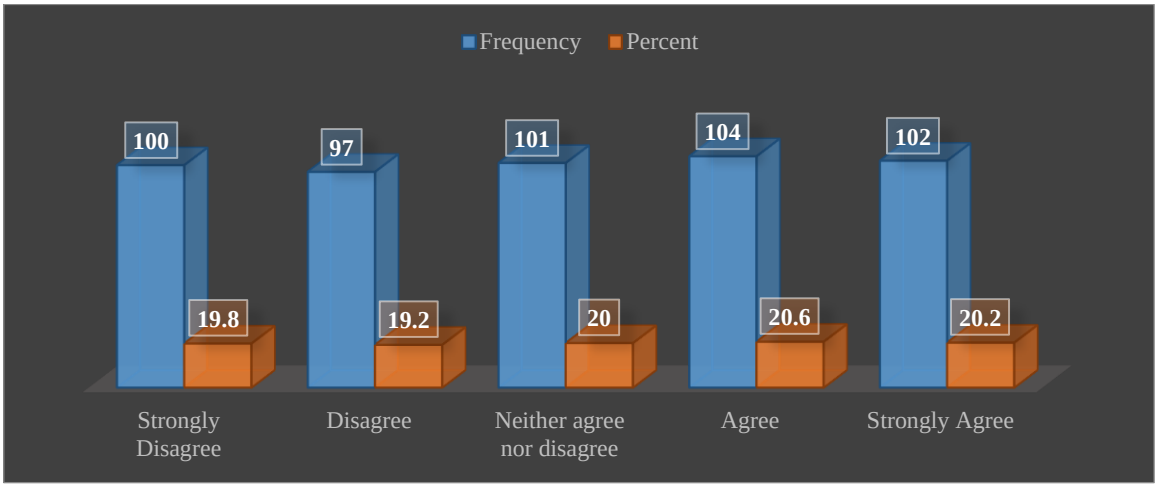


Figure 4.20 Overall, I believe AI integration has positively impacted my productivity at work.

The above figure shows the survey data indicates diverse perceptions regarding the effect of integrating AI on productivity at work. While 39% of respondents (19.8% strongly disagree and 19.2% disagree) expressed cynicism or negative sentiments, 40.8% of respondents (20.6% agree, 20.2% strongly agree, and 20% neither agree nor disagree) verified a positive influence.

Crosstab

Table 4.10 Gender * Employee Productivity

Count						
	Employee Productivity					**Total**
	Strongly Disagree	**Disagree**	**Neutral**	**Agree**	**Strongly Agree**	

Gender	Male	1	6	58	51	13	129
	Female	0	6	48	61	6	121
	Non-binary	0	9	65	59	11	144
	Prefer not to say	1	12	45	43	9	110
Total		2	33	216	214	39	504

In the above table shows the distribution of the most frequent response overall was "Neutral," reported highest among non-binary individuals (65). Males and females had comparable counts for "Neutral" (58 and 48, respectively). "Agree" responses were notably higher among females (61), followed closely by non-binary individuals (59). "Strongly Agree" responses were highest among males (13). Individuals preferring not to disclose their gender had a higher count in the "Disagree" category (12). "Strongly Disagree" responses were minimal across all groups, 129 males, 121 females, 144 non-binary individuals, and 110 who preferred not to disclose their gender.

Table 4.11 Chi-Square Tests

	Value	**df**	**Asymptotic Significance (2-sided)**
Pearson Chi-Square	11.909[a]	12	.453
Likelihood Ratio	12.260	12	.425
Linear-by-Linear Association	1.418	1	.234
N of Valid Cases	504		
a. 4 cells (20.0%) have expected count less than 5. The minimum expected count is .44.			

The Likelihood Ratio in the preceding figure is 12.260 (df = 12, p = 0.425) while the Pearson Chi-Square value is 11.909 (df = 12, p = 0.453). The Linear-by-Linear Association test yields a score of 1.418 at df = 1, p = 0.234. Additionally, with a minimum predicted count of 0.44, 20.0% of cells have an expected count of less than 5.

Crosstab

Table 4.12 Age * Employee Productivity

Count							
		Employee Productivity					**Total**
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	
Age	18-24 Years	0	6	33	39	5	83
	25-34 Years	1	5	40	34	8	88
	35-44 Years	0	8	28	37	7	80
	45-54 Years	0	7	44	38	5	94
	55 years and above	0	4	35	35	10	84

	Prefer not to say	1	3	36	31	4	75
Total		2	33	216	214	39	504

In the above table shows the distribution of the most frequent response was "Agree," particularly among ages 18-24 (39) and 45-54 (38). The "Neutral" response was also common, notably among ages 25-34 (40) and 45-54 (44). "Disagree" had moderate responses, especially in the 35-44 (8) and 45-54 (7) age groups.

Table 4.13 Chi-Square Tests

	Value	**df**	**Asymptotic Significance (2-sided)**
Pearson Chi-Square	14.304[a]	20	.815
Likelihood Ratio	14.508	20	.804
Linear-by-Linear Association	.004	1	.947
N of Valid Cases	504		
a. 7 cells (23.3%) have expected count less than 5. The minimum expected count is .30.			

In the above table the High p-values of.815 for Pearson Chi-Square and.804 for Likelihood Ratio tests in the preceding table indicate that there were no significant connections between the variables according to the distribution of the Chi-Square tests. Similarly, a non-significant result with a p-value of.947 was obtained using the Linear-by-Linear Association test. On the other hand, the lowest expected count was.30, and the projected counts of about 23.3% of the cells were below 5.

Hypothesis 1

H1: There is a Significant Impact of Artificial Intelligence (AI) Integration on Employee Productivity.

Table 4.14 Model Fitting Information

Model	**-2 Log Likelihood**	**Chi-Square**	**df**	**Sig.**
Intercept Only	103.582			
Final	78.149	25.433	1	.000

The distribution is displayed as stated in the table above. The resulting model outperforms the intercept-only model by a significant margin, according to model fitting data. The resulting model has a -2 Log Likelihood of 78.149 and a Chi-Square of 25.433 (df = 1, p = 0.000), while the intercept-only model has a -2 Log Likelihood of 103.582.

Table 4.15 Goodness of Fit

	Chi-Square	**df**	**Sig.**
Pearson	118.467	15	.000
Deviance	37.301	15	.001

The above table illustrates how the distribution is shown. The goodness-of-fit statistics, which display a Pearson Chi-Square of 118.467 (df = 15, p = 0.000) and a Deviance of 37.301 (df = 15, p = 0.001), suggest a significant model fit.

Table 4.16 Pseudo R-Square

Cox and Snell	.049
Nagelkerke	.055
McFadden	.022

In the table shows the distribution is displayed in the table above. The following are the pseudo-R-Square values: McFadden = 0.022, Nagelkerke = 0.055, and Cox and Snell = 0.049.

Table 4.17 Parameter Estimates

		Estimate	Std. Error	Wald	df	Sig.	95% Confidence Interval	
							Lower Bound	Upper Bound
Threshold	[EP = 1.00]	-3.234	.829	15.234	1	.000	-4.858	-1.610
	[EP = 2.00]	-.273	.473	.333	1	.564	-1.200	.654
	[EP = 3.00]	2.377	.474	25.098	1	.000	1.447	3.307
	[EP = 4.00]	4.937	.517	91.363	1	.000	3.925	5.950
Location	AI	.682	.133	26.242	1	.000	.421	.943
Link function: Logit.								

The above table shows the distribution parameter estimates reveal significant findings. For the thresholds, the estimates and standard errors are as follows: [EP = 1.00] = -3.234 (SE = 0.829, $p < 0.001$, 95% CI: -4.858 to -1.610), [EP = 2.00] = -0.273 (SE = 0.473, $p = 0.564$, 95% CI: -1.200 to 0.654), [EP = 3.00] = 2.377 (SE = 0.474, $p < 0.001$, 95% CI: 1.447 to 3.307), and [EP = 4.00] = 4.937 (SE = 0.517, $p < 0.001$, 95% CI: 3.925 to 5.950). For the location parameter, AI has an estimate of 0.682 (SE = 0.133, $p < 0.001$, 95% CI: 0.421 to 0.943). These results suggest that AI integration significantly impacts the employee productivity.

4.6 Research Question Three

Table 4.18 Lessen Work Stress

		Strongly Disagree	Disagree	Neither agree nor disagree	Agree	Strongly Agree
AI integration has helped in reducing stress levels associated with workload management.	Frequency	86	105	102	116	95
	Percent	17.1	20.8	20.2	23	18.8
AI has provided me with tools to cope with stressful situations at work.	Frequency	87	110	93	108	106
	Percent	17.3	21.8	18.5	21.4	21

AI tools have facilitated better time management, reducing stress from tight deadlines.	Frequency	119	94	91	114	86
	Percent	23.6	18.7	18.1	22.6	17.1
Achievement of better work-life balance due to efficiency brought by AI integration.	Frequency	89	98	127	85	105
	Percent	17.7	19.4	25.2	16.9	20.8
AI technologies have contributed to a more supportive and collaborative work environment.	Frequency	86	100	110	104	104
	Percent	17.1	19.8	21.8	20.6	20.6
AI-supported decision-making procedures reduce anxiety about workplace uncertainties.	Frequency	104	103	106	94	97
	Percent	20.6	20.4	21	18.7	19.2

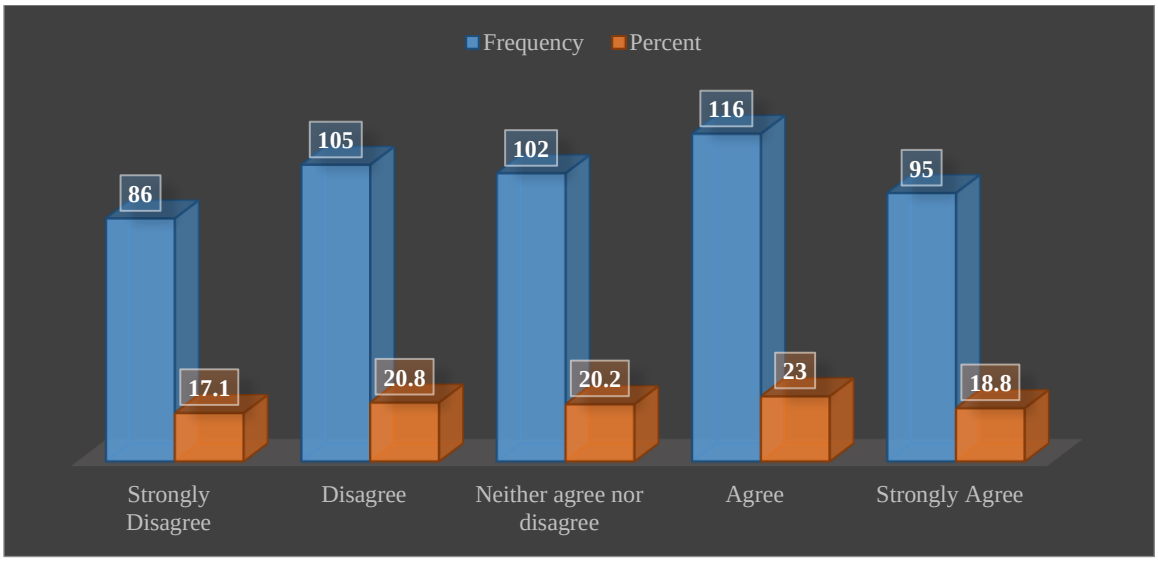


Figure 4.21 AI integration has helped in reducing stress levels associated with workload management.

Mixed opinions about how AI integration can lessen workload-related stress are shown in the following chart based on survey data. While 37.9% of respondents (17.1% strongly disagree and 20.8% disagree)

voiced cynicism or adverse opinions, over 41.8% of respondents (20.2% neither agree nor disagree, 23% agree, and 18.8% strongly agree) acknowledged some degree of stress reduction.

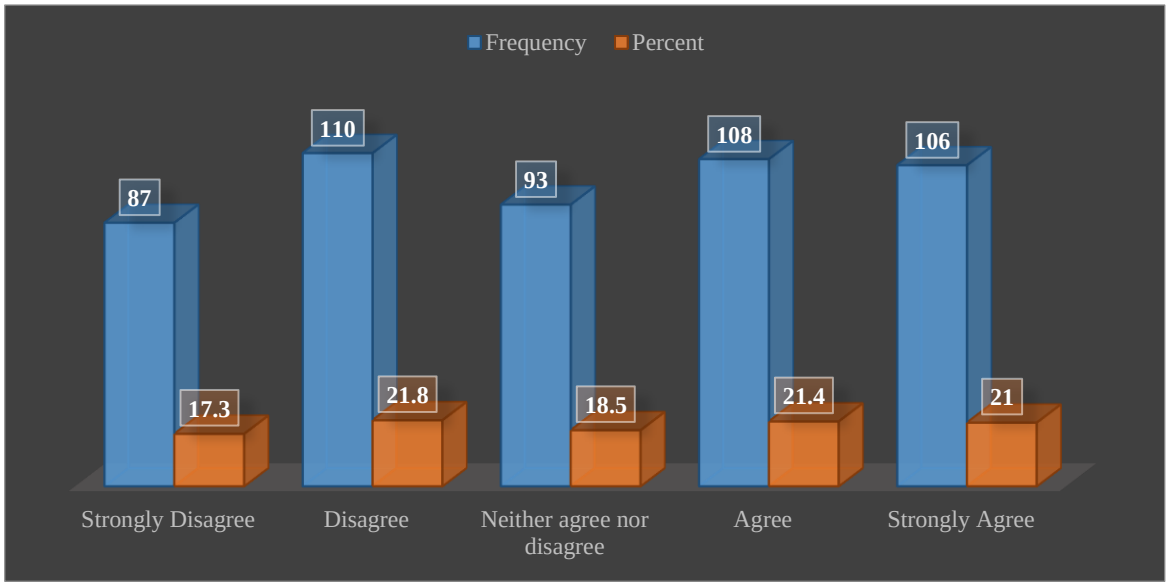


Figure 4.22 AI has provided me with tools to cope with stressful situations at work.

The survey data indicate diverse perceptions regarding the role of AI in equipping individuals with tools to manage stressful situations at work. A significant portion of respondents (39.1%) expressed skepticism or negative views, with 17.3% strongly disagreeing and 21.8% disagreeing. Conversely, 42.4% of respondents (18.5% neither agree nor disagree, 21.4% agree, and 21% strongly agree) acknowledged the potential of AI tools to aid in coping with workplace stress.

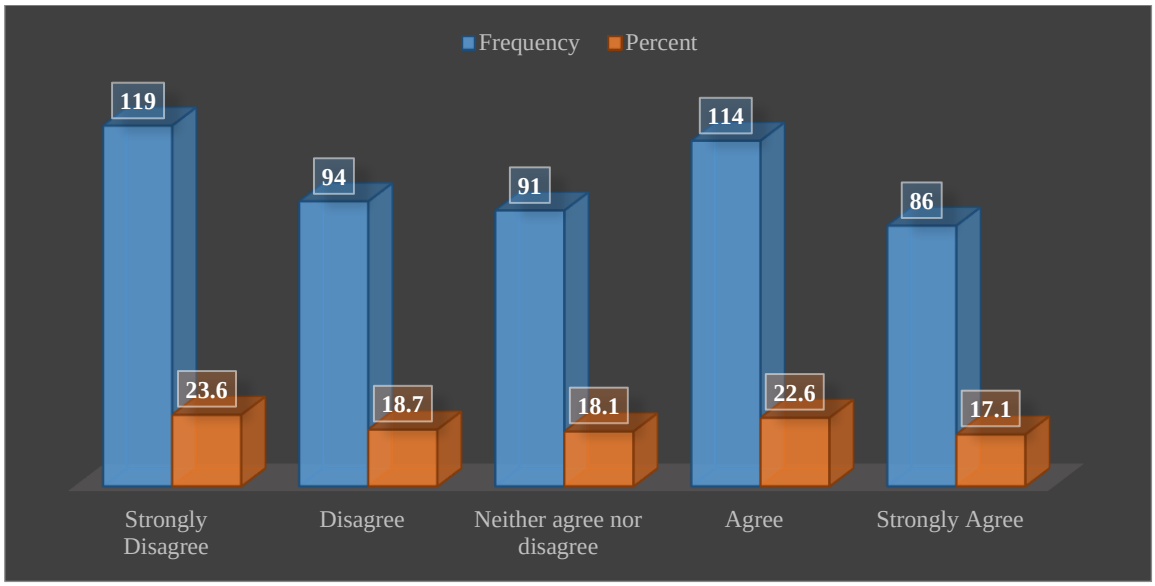


Figure 4.23 AI tools have facilitated better time management, reducing stress from tight deadlines.

In the above figure shows the survey findings reveal diverse attitudes towards the impact of AI tools on time management and stress reduction related to tight deadlines. A notable segment of respondents (42.3%) expressed skepticism or negative views, with 23.6% strongly disagreeing and 18.7% disagreeing. Conversely, 39.7% of respondents (18.1% neither agree nor disagree, 22.6% agree, and 17.1% strongly

agree) perceived AI tools as effective in facilitating better time management and alleviating the stress associated with meeting deadlines.

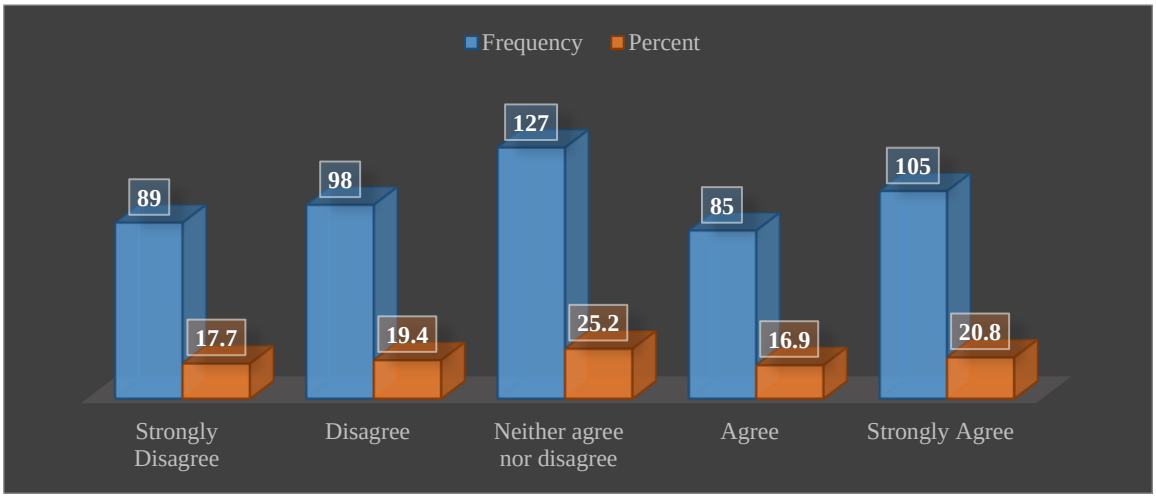


Figure 4.24 Achievement of better work-life balance due to efficiency brought by AI integration.

In the above figure shows the survey data indicates a range of perceptions regarding the achievement of better work-life balance attributed to AI integration. A significant portion of respondents (37.1%) expressed skepticism or disagreement, with 17.7% strongly disagreeing and 19.4% disagreeing. Conversely, 37.7% of respondents (25.2% neither agree nor disagree, 16.9% agree, and 20.8% strongly agree) believe that AI integration has enhanced efficiency, thereby contributing positively to achieving a better work-life balance.

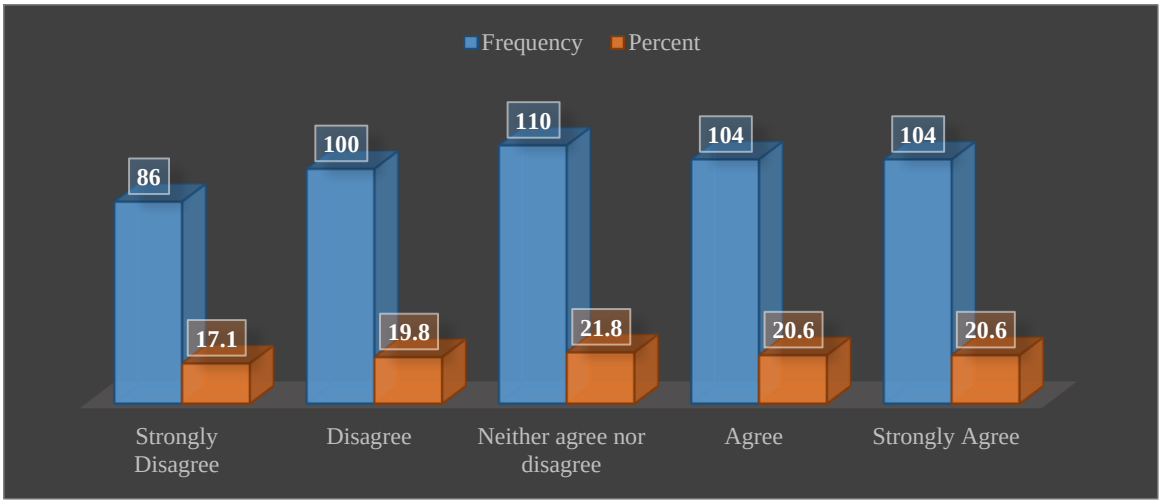


Figure 4.25 AI technologies have contributed to a more supportive and collaborative work environment.

In the above figure shows the survey data reveals diverse perceptions regarding the contribution of AI technologies to fostering a supportive and collaborative work environment. Approximately 37.9% of respondents expressed skepticism or disagreement, with 17.1% strongly disagreeing and 19.8% disagreeing. Conversely, 41.2% of respondents (21.8% neither agree nor disagree, 20.6% agree, and

20.6% strongly agree) perceive AI technologies as facilitating a more supportive and collaborative workplace atmosphere.

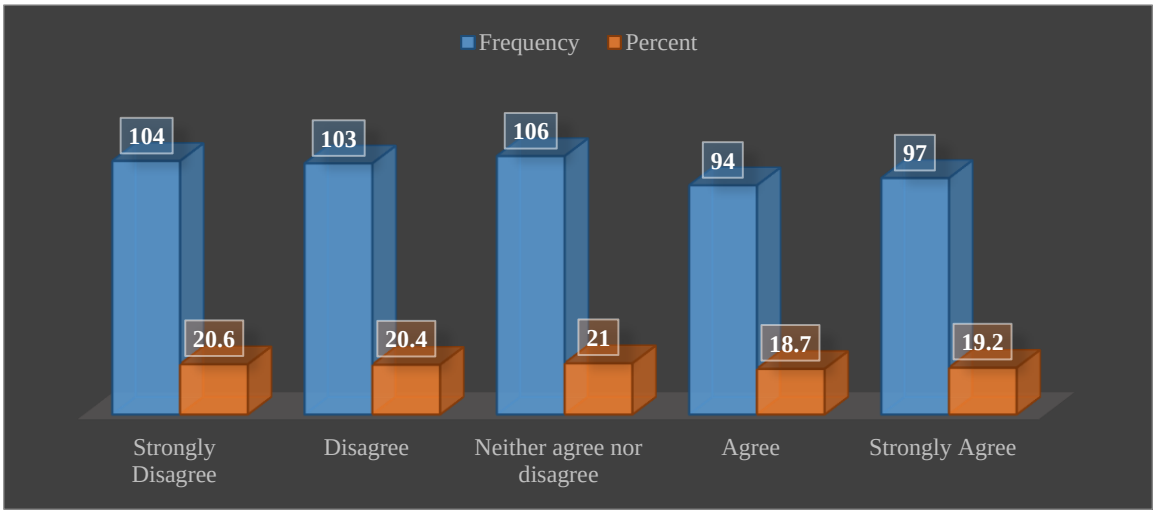


Figure 4.26 AI-supported decision-making procedures reduce anxiety about workplace uncertainties.

The survey data reveals conflicting opinions about how AI-supported decision-making might lessen anxiety associated with uncertainty at work, as seen in the top image. Approximately 40.8% of respondents expressed skepticism or disagreement, with 20.6% strongly disagreeing and 20.4% disagreeing. Conversely, 39.9% of respondents (21% neither agree nor disagree, 18.7% agree, and 19.2% strongly agree) perceive AI-supported decision-making as potentially alleviating anxiety about workplace uncertainties.

Crosstab

Table 4.19 Gender * Lessen Work Stress

Count							
		Lessen Work Stress					**Total**
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	
Gender	Male	1	9	55	51	13	129
	Female	0	5	59	51	6	121
	Non-binary	0	7	80	49	8	144
	Prefer not to say	1	14	48	43	4	110
Total		2	35	242	194	31	504

The above table shows the distribution of the most frequent response overall was "Neutral," observed prominently among non-binary individuals (80). Both males and females showed similar counts for "Neutral" (55 and 59, respectively). "Agree" responses were comparable across all groups, with males and females both reporting 51 instances. "Strongly Agree" responses were highest among males (13). Notably,

individuals preferring not to disclose their gender had a higher count in the "Disagree" category (14). "Strongly Disagree" responses were minimal across all groups, 129 males, 121 females, 144 non-binary individuals, and 110 who preferred not to disclose their gender.

Table 4.20 Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	18.695[a]	12	.096
Likelihood Ratio	18.405	12	.104
Linear-by-Linear Association	4.782	1	.029
N of Valid Cases	504		
a. 4 cells (20.0%) have expected count less than 5. The minimum expected count is .44.			

The distribution of the Pearson Chi-Square value is 18.695 (df = 12, p = 0.096) and the Likelihood Ratio is 18.405 (df = 12, p = 0.104) as seen in the following table. With a df = 1, p = 0.029, the Linear-by-Linear Association shows significance. Moreover, 20.0% of cells have an expected count less than 5, and the minimum expected count is 0.44.

Crosstab

Table 4.21 Age * Lessen Work Stress

Count							
		Lessen Work Stress					**Total**
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	
Age	18-24 Years	0	6	43	27	7	83
	25-34 Years	1	8	36	35	8	88
	35-44 Years	0	4	38	36	2	80
	45-54 Years	0	2	48	41	3	94
	55 years and above	0	6	45	29	4	84
	Prefer not to say	1	9	32	26	7	75
Total		2	35	242	194	31	504

In the above table shows the distribution of the most frequent response across all age groups was "Neutral," especially among those aged 18-24 (43), 45-54 (48), and 55+ (45). "Agree" was the next most common response, notably among those aged 45-54 (41) and 35-44 (36). "Disagree" had moderate responses, particularly in the "Prefer not to say" (9) and 25-34 (8) age groups.

Table 4.22 Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	22.970[a]	20	.290
Likelihood Ratio	24.398	20	.225
Linear-by-Linear Association	.398	1	.528

N of Valid Cases	504		
a. 8 cells (26.7%) have expected count less than 5. The minimum expected count is .30.			

The above table displays a breakdown of The p-values for the Pearson Chi-Square, Likelihood Ratio, and Linear-by-Linear Association are shown in the above table as.290,.225, and.528. These findings imply that the factors do not significantly correlate with one another. In 26.7% of the cells, the expected count was less than 5, but the lowest projected count was.30.

Hypothesis 2:

H2: There is a Significant Effect of AI Integration in Lessening Employee Work Stress.

Table 4.23 Model Fitting Information

Model	-2 Log Likelihood	Chi-Square	df	Sig.
Intercept Only	98.996			
Final	98.983	.013	1	.911

In the above table the distribution is displayed in the table above. The final model, which incorporates predictor variables, has a -2 Log Likelihood of 98.983, according to the model fitting data. With one degree of freedom, the model improvement Chi-Square test statistic is 0.013, resulting in a non-significant p-value of 0.911. The implies that when compared to the intercept-only model, the predictor variable addition did not considerably enhance the model's fit.

Table 4.24 Goodness of Fit

	Chi-Square	df	Sig.
Pearson	559.276	15	.000
Deviance	57.750	15	.000

In the above table represent thar According to the distribution goodness-of-fit tests presented in the above table, Significant findings on both the Pearson's chi-square ($\chi^2 = 559.276$, df = 15, p <.001) and Deviance chi-square ($\chi^2 = 57.750$, df = 15, p <.001) measures suggest that the model does not sufficiently match the data.

Table 4.25 Pseudo R-Square

Cox and Snell	.000
Nagelkerke	.000
McFadden	.000

As seen in the table above, the Pseudo R-Square values that are associated with the model include the McFadden, Nagelkerke and the Cox and Snell which are highly reduced and / or negligible with values of . 000. It claims that the value of the model entails that a proportion of zero of the variation in the dependent variable can breakdown onto the independent variables of the sample.

Table 4.26 Parameter Estimates

	Estimate	Std. Error	Wald	df	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound

Threshold	[LWS = 1.00]	-5.579	.841	44.052	1	.000	-7.226	-3.931
	[LWS = 2.00]	-2.589	.483	28.696	1	.000	-3.536	-1.642
	[LWS = 3.00]	.162	.460	.124	1	.725	-.740	1.064
	[LWS = 4.00]	2.672	.488	30.034	1	.000	1.717	3.628
Location	AI	-.015	.129	.014	1	.906	-.268	.238
Link function: Logit.								

The above table shows the distribution parameter estimates for the "Lessen Work Stress" (LWS) model indicate significant thresholds for LWS = 1.00 (-5.579, SE = 0.841, p < 0.001, CI: -7.226 to -3.931), LWS = 2.00 (-2.589, SE = 0.483, p < 0.001, CI: -3.536 to -1.642), and LWS = 4.00 (2.672, SE = 0.488, p < 0.001, CI: 1.717 to 3.628). The threshold for LWS = 3.00 is not significant (0.162, SE = 0.460, p = 0.725, CI: -0.740 to 1.064). The location parameter for AI is -0.015 (SE = 0.129, p = 0.906, CI: -0.268 to 0.238), indicating no significant impact of AI on reducing work stress.

4.7 Research Question Four

Table 4.27 Personality/Attitude

		Strongly Disagree	Disagree	Neither agree nor disagree	Agree	Strongly Agree
The use of AI has increased my confidence in my ability to complete job tasks.	Frequency	98	88	111	112	95
	Percent	19.4	17.5	22	22.2	18.8
AI integration has helped me adapt to new challenges in the workplace.	Frequency	101	89	107	113	94
	Percent	20	17.7	21.2	22.4	18.7
Integrating AI has increased my receptivity to innovation and change.	Frequency	99	93	94	113	105
	Percent	19.6	18.5	18.7	22.4	20.8
AI integration has improved my ability to collaborate with others.	Frequency	99	99	98	98	110
	Percent	19.6	19.6	19.4	19.4	21.8
AI integration has positively influenced my attitude towards work.	Frequency	93	90	106	111	104
	Percent	18.5	17.9	21	22	20.6

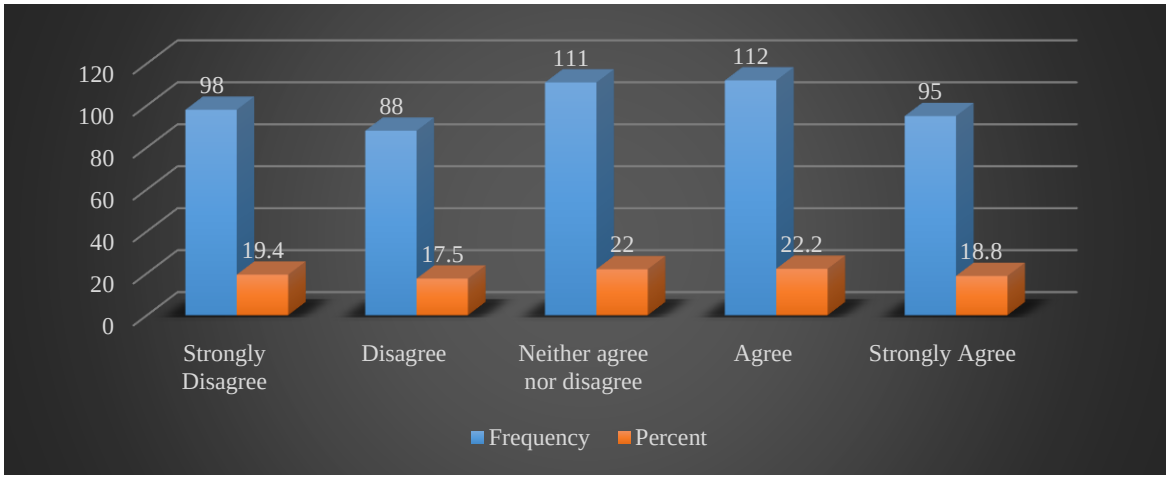


Figure 4.27 The Use of Ai Has Increased My Confidence in My Ability to Complete Job Tasks.

In above figure According to the distribution, using AI has given me more confidence in my capacity to finish duties at work; yet, 19.4% (98 people) strongly disagree and 17.5% (88 people) disagree. A total of 22%, or 111 people, express no opinion, indicating a neutral position. Positively, 18.8% (95 people) strongly believe that AI has increased their confidence, while 22.2% (112 people) agree.

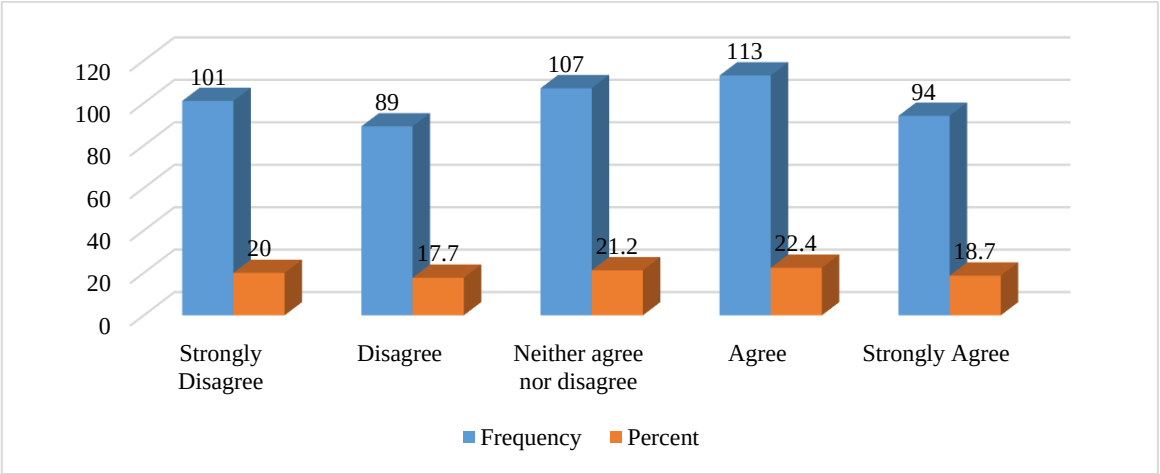


Figure 4.28 AI Integration Has Helped Me Adapt to New Challenges In The Workplace

The above figure shows the distribution of the AI integration has helped me adapt to new challenges in the workplace. A notable portion of respondents, 37.7% (20% strongly disagree and 17.7% disagree), expressed skepticism or disagreement with AI's role in aiding edition. Equally, 41.1% (22.4% agree and 18.7% strongly agree) perceived AI integration positively, suggesting it supports adaptation to new challenges.

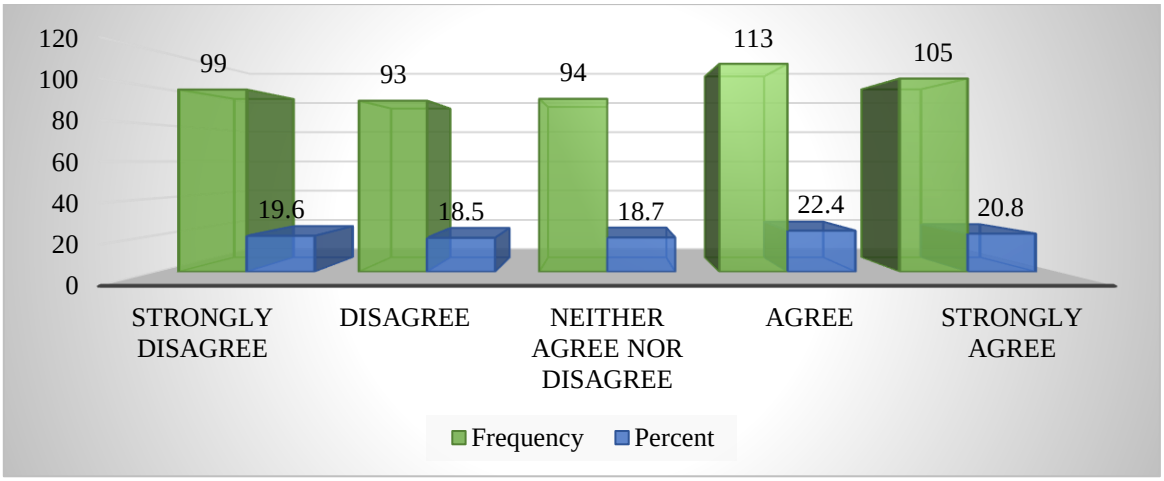


Figure 4.29 Integrating AI has Increased My Receptivity to Innovation and Change

The above figure shows the distribution of integrating AI has increased my receptivity to innovation and change. Around 38% of participants (19.6% strongly disagree and 18.5% disagree) indicated varying degrees of resistance or skepticism towards AI-driven innovation. Equally, 43.2% (22.4% agree and 20.8% strongly agree) demonstrated a positive inclination towards embracing innovation facilitated by AI.

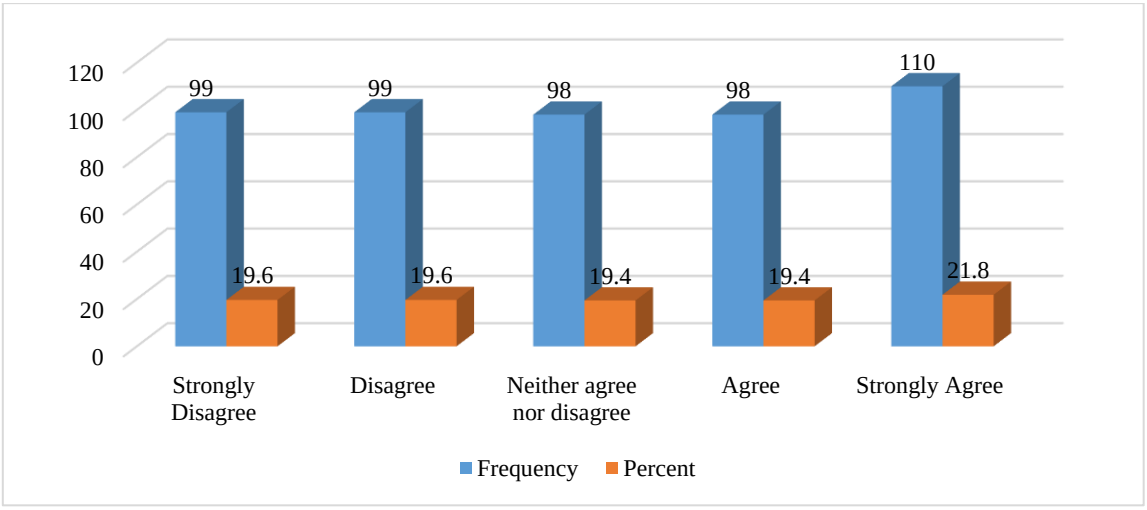


Figure 4.30 AI Integration Has Improved My Ability to Collaborate with Others.

The above figure shows the distribution of AI integration has improved my ability to collaborate with others. Especially, around 39.2% (19.6% strongly disagree and 19.6% disagree) expressed reservations or perceived limitations in enhancing collaborative abilities through AI. Conversely, 41.2% (19.4% agree and 21.8% strongly agree) indicated positive perceptions, suggesting that AI has the potential to improve collaborative efforts.

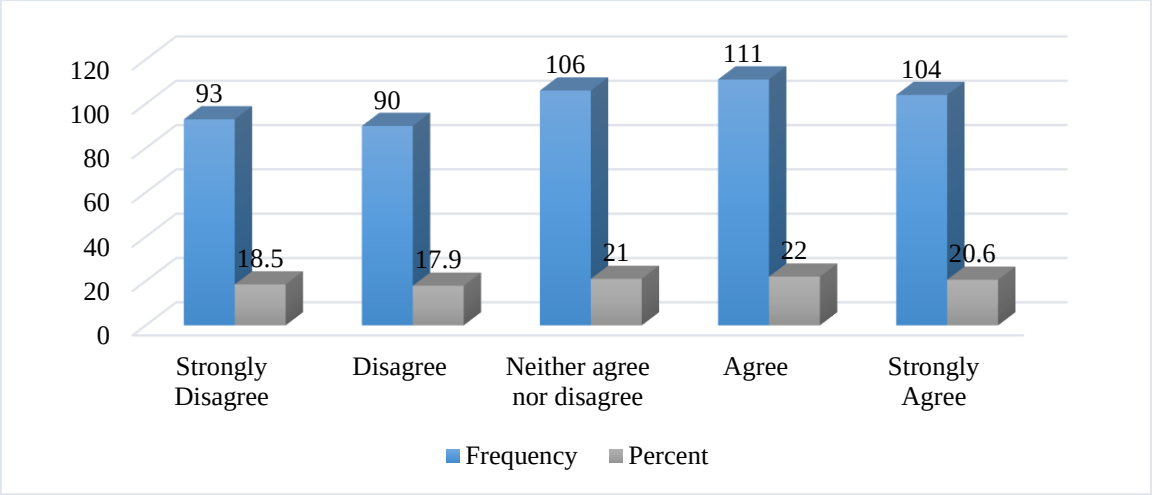


Figure 4.31 AI integration has positively influenced my attitude towards work.

The above figure shows the distribution of AI integration has positively influenced my attitude towards work. Among respondents, 36.4% (18.5% strongly disagree, 17.9% disagree). Meanwhile, 42.6% (22% agree, 20.6% strongly agree) acknowledged a positive impact, suggesting a favorable shift in work attitude due to AI. The neutral responses accounted for 21%, indicating a significant portion of employees remain undecided.

Crosstab

Table 4.28 Gender * Personality/Attitude

Count							
		Personality/Attitude					**Total**
		Strongly Disagree	**Disagree**	**Neutral**	**Agree**	**Strongly Agree**	
Gender	Male	1	6	56	57	9	129
	Female	0	9	53	46	13	121
	Non-binary	0	22	63	48	11	144
	Prefer not to say	1	10	48	41	10	110
Total		2	47	220	192	43	504

The above table shows the distribution of the most common response across all gender groups, especially among non-binary individuals (63). "Agree" responses were also prevalent, with males (57) and females (46) showing significant numbers. The highest number of "Strongly Agree" responses came from females (13) and non-binary individuals (11). "Disagree" and "Strongly Disagree" responses were less frequent, with non-binary individuals (22) and those preferring not to say (10) showing notable counts in the "Disagree" category, including 129 males, 121 females, 144 non-binary individuals, and 110 who preferred not to say.

Table 4.29 Chi-Square Tests

	Value	**df**	**Asymptotic Significance (2-sided)**

Pearson Chi-Square	14.577[a]	12	.265
Likelihood Ratio	15.113	12	.235
Linear-by-Linear Association	1.896	1	.169
N of Valid Cases	504		
a. 4 cells (20.0%) have expected count less than 5. The minimum expected count is .44.			

In the preceding table, the Pearson Chi-Square value is 14.577 (df = 12, p = 0.265), the Likelihood Ratio is 15.113 (df = 12, p = 0.235), and the Linear-by-Linear Association distribution is 1.896 (df = 1, p = 0.169). Furthermore, 20.0% of cells had an expected count of less than five, with the lowest predicted count being 0.44.

Crosstab

Table 4.30 Age * Personality/Attitude

Count							
		Personality/Attitude					**Total**
		Strongly Disagree	**Disagree**	**Neutral**	**Agree**	**Strongly Agree**	
Age	18-24 Years	0	8	41	26	8	83
	25-34 Years	1	4	34	42	7	88
	35-44 Years	0	12	26	34	8	80
	45-54 Years	0	8	46	36	4	94
	55 years and above	0	8	39	29	8	84
	Prefer not to say	1	7	34	25	8	75
Total		2	47	220	192	43	504

The above table shows the distribution of the "Neutral" category had the highest responses, with 46 from those aged 45-54 and 41 from those aged 18-24. The "Agree" category saw the most responses from the 25-34 age group, with 42 individuals. The "Strongly Disagree" category had minimal responses, with only 1-2 individuals across age groups.

Table 4.31 Chi-Square Tests

	Value	**df**	**Asymptotic Significance (2-sided)**
Pearson Chi-Square	20.580[a]	20	.422
Likelihood Ratio	21.481	20	.369
Linear-by-Linear Association	.322	1	.571
N of Valid Cases	504		
a. 6 cells (20.0%) have expected count less than 5. The minimum expected count is .30.			

This table above displays the results showed that the Linear-by-Linear Association produced a p-value of.571, the Likelihood Ratio produced a p-value of.369, and the Pearson Chi-Square distribution provided a p-value of.422. The lowest expected count was.30, and 20.0% of the cells had predicted counts less than 5. Therefore, proceed with caution.

Hypothesis 3

H3: There is a Significant Influence of AI Integration in Changing Personality/Attitude of Employees.

Table 4.32 Model Fitting Information

Model	-2 Log Likelihood	Chi-Square	df	Sig.
Intercept Only	83.618			
Final	82.563	1.056	1	.304

In the above table the distribution model fits data indicating that the finished model improves upon the intercept-only model in an expressive manner. With one degree of option, the final model's -2 Log Likelihood dropped from 83.618 for the intercept-only model to 82.563, yielding a chi-square value of 1.056 that is not statistically significant (p = 0.304).

Table 4.33 Goodness of Fit

	Chi-Square	df	Sig.
Pearson	375.246	15	.000
Deviance	38.739	15	.001

A Chi-Square value of 1.056 is shown in the table above with the distribution model fitting data shows that the final model greatly improves the fit over the intercept-only model, with one degree of freedom (df) and a non-significant p-value of.304.

Table 4.34 Pseudo R-Square

Cox and Snell	.002
Nagelkerke	.002
McFadden	.001

The distribution is displayed in the table above. The model's pseudo R-square values are as follows: Nagelkerke = 0.002, McFadden = 0.001, and Cox and Snell = 0.002

Table 4.35 Parameter Estimates

		Estimate	Std. Error	Wald	df	Sig.	95% Confidence Interval	
							Lower Bound	Upper Bound
Threshold	[PA = 1.00]	-5.060	.833	36.869	1	.000	-6.693	-3.427
	[PA = 2.00]	-1.761	.465	14.319	1	.000	-2.673	-.849
	[PA = 3.00]	.602	.454	1.759	1	.185	-.288	1.492
	[PA = 4.00]	2.841	.477	35.539	1	.000	1.907	3.775
Location	AI	.134	.127	1.107	1	.293	-.116	.383
Link function: Logit.								

In the above table shows the distribution parameter estimates indicate significant effects for the Personality/Attitude (PA) variable across different thresholds: PA=1.00 (-5.060, p < .001), PA=2.00 (-1.761, p < .001), PA=3.00 (.602, p = .185), and PA=4.00 (2.841, p < .001). However, the Location variable

(AI) shows a non-significant effect (estimate = 0.134, p = .293). The data suggests that the integration of AI has no discernible effect on employees' attitudes or personalities.

4.8 Research Question Five

Table 4.36 Skill Upgradation

		Strongly Disagree	Disagree	Neither agree nor disagree	Agree	Strongly Agree
AI tools and technologies have helped me acquire new skills relevant to my job.	Frequency	98	104	83	106	113
	Percent	19.4	20.6	16.5	21	22.4
AI has enabled me to stay updated with the latest trends and developments in my field.	Frequency	88	106	97	109	104
	Percent	17.5	21	19.2	21.6	20.6
AI has made learning new skills more efficient and effective for me.	Frequency	97	79	119	111	98
	Percent	19.2	15.7	23.6	22	19.4
AI has helped me develop skills that are transferable to other areas of my life.	Frequency	86	94	114	119	91
	Percent	17.1	18.7	22.6	23.6	18.1
I feel more confident in my ability to perform tasks that require advanced skills due to AI.	Frequency	87	101	99	124	93
	Percent	17.3	20	19.6	24.6	18.5

Overall, I believe that AI has significantly contributed to my skill upgradation.	Frequency	89	101	105	101	108
	Percent	17.7	20	20.8	20	21.4

Skill Upgradation

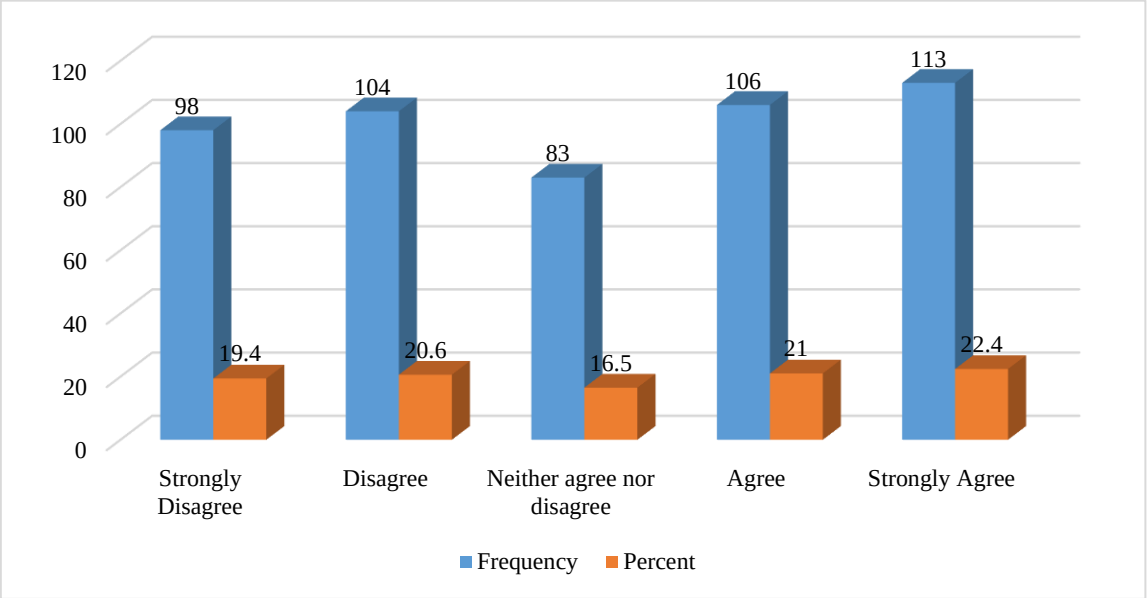


Figure 4.32 AI Tools and Technologies Have Helped Me Acquire New Skills Relevant to My Job.

The above figure shows that AI tools and technologies have helped me acquire new skills relevant to my job.

Among respondents, 40% (19.4% strongly disagree, 20.6% disagree). Conversely, 43.4% (21% agree, 22.4% strongly agree) acknowledged that AI had positively contributed to their skill development. Meanwhile, 16.5% remained neutral.

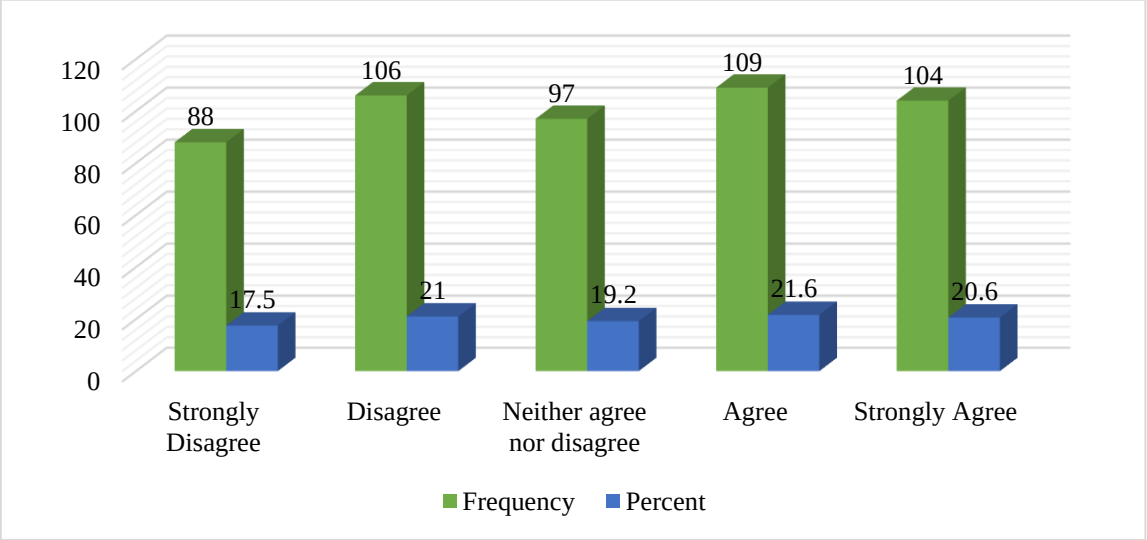


Figure 4.33 AI Has Enabled Me to Stay Updated with The Latest Trends and Developments in My Field. The aforementioned figure displays the poll results, which indicate differing perspectives on how AI affects keeping abreast of industry trends and advancements. Of the respondents, 38.5% (17.5% strongly disagree, 21% disagree) do not feel that AI has enabled them to stay current. In contrast, 42.2% (21.6% agree, 20.6% strongly agree) believe AI has helped them stay updated, while 19.2% remain neutral.

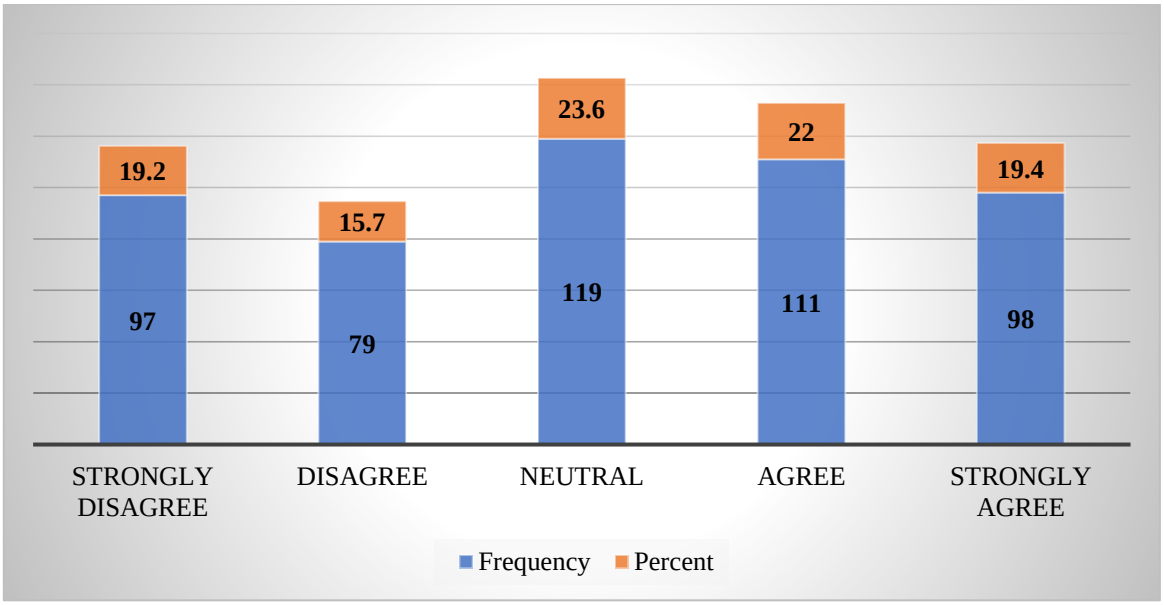


Figure 4.34 AI Has Made Learning New Skills More Efficient and Effective for Me.

The above figure shows the survey data indicates that perceptions of the efficiency and effectiveness of AI in facilitating skill acquisition are mixed. A total of 34.9% of respondents expressed disagreement (19.2% strongly disagree, 15.7% disagree) with the statement that AI has made learning new skills more efficient and effective. Conversely, 41.4% of respondents agreed (22% agree, 19.4% strongly agree), suggesting a positive impact of AI on skill development for the group. Additionally, 23.6% of respondents were neutral on the matter.

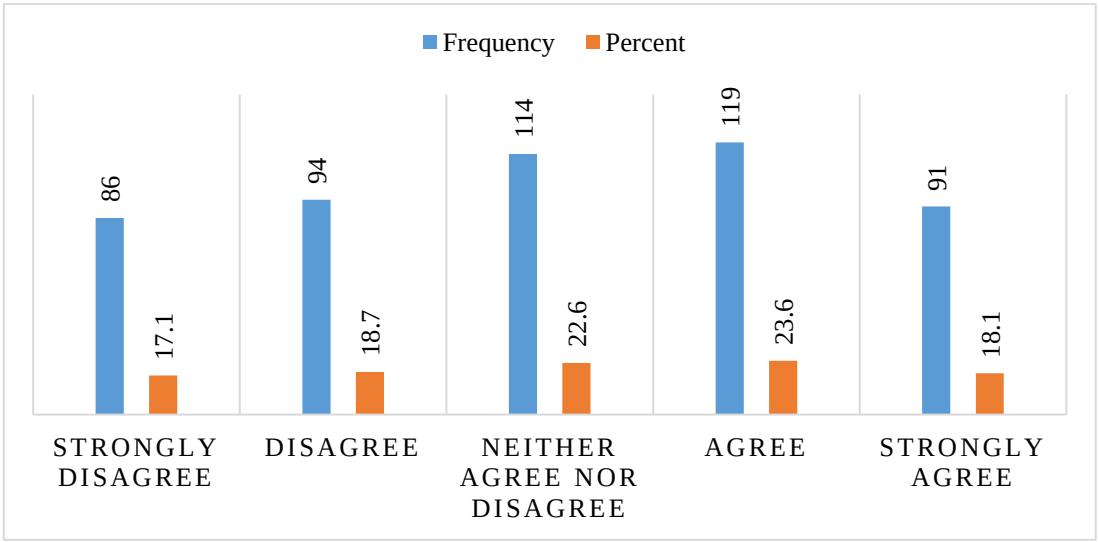


Figure 4.35 AI Has Helped Me Develop Skills That Are Transferable to Other Areas of My Life.

The poll data demonstrates a range of opinions about how AI affects the development of transferrable abilities, as seen in the above chart. Specifically, 35.8% of respondents disagreed with the statement that AI has helped them develop skills transferable to other areas of their life, with 17.1% strongly disagreeing and 18.7% disagreeing. Conversely, 46.2% of respondents acknowledged the positive impact of AI, with 23.6% strongly agreeing and 22.6% agreeing. A notable 22.6% of respondents remained neutral.

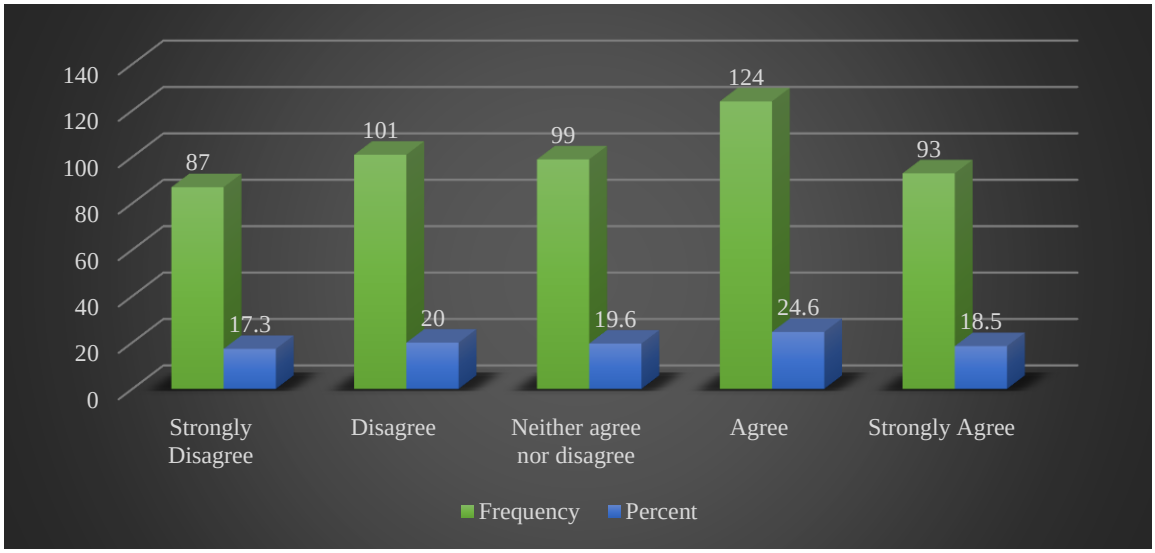


Figure 4.36 I Feel More Confident in My Ability to Perform Tasks That Require Advanced Skills Due to Ai.

The above figure shows the survey data indicates varied perceptions of AI's impact on confidence in performing tasks that require advanced skills. Notably, 37.3% of respondents disagreed, with 17.3% strongly disagreeing and 20% disagreeing. In contrast, 44.2% of respondents recognized the positive impact of AI, with 24.6% strongly agreeing and 19.6% agreeing. Meanwhile, 19.6% of respondents remained neutral.

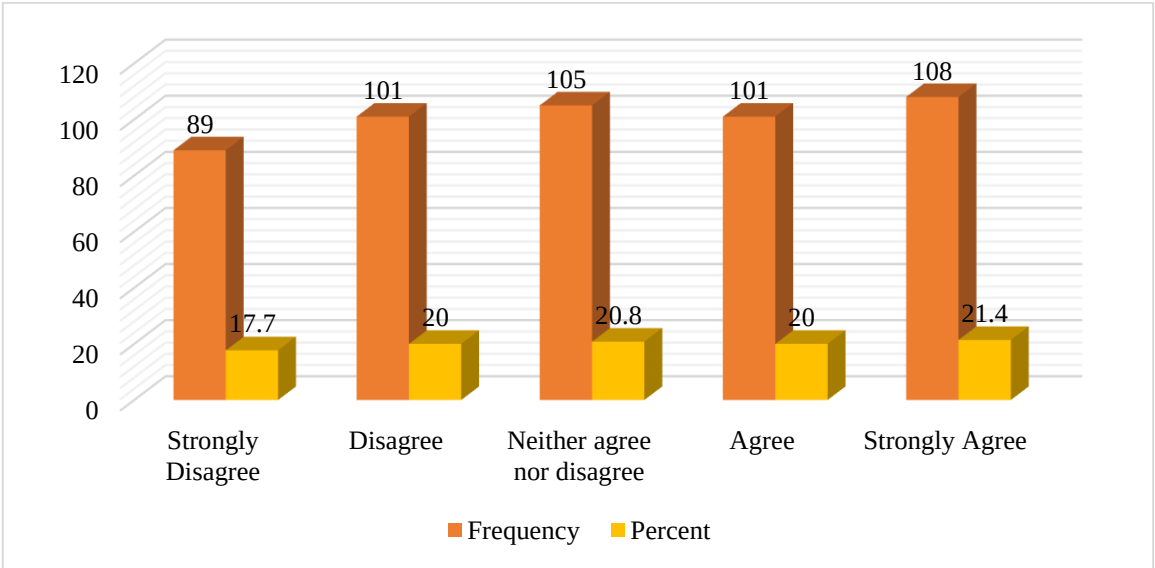


Figure 4.37 Overall, I Believe That Ai Has Significantly Contributed To My Skill Upgradation.

The above figure displays the survey results reveal diverse opinions on the impact of AI on skill upgradation. Specifically, 37.7% of respondents disagreed, with 17.7% strongly disagreeing and 20% disagreeing. Conversely, 40.8% of respondents acknowledged AI's significant contribution to skill enhancement, with 20.8% agreeing and 20% strongly agreeing. Additionally, 21.5% of respondents neither agreed nor disagreed.

Crosstab

Table 4.37 Gender * Skill Upgradation

Count							
		Skill Upgradation					**Total**
		Strongly Disagree	**Disagree**	**Neutral**	**Agree**	**Strongly Agree**	
Gender	Male	1	10	41	67	10	129
	Female	0	5	52	51	13	121
	Non-binary	0	17	60	57	10	144
	Prefer not to say	1	11	55	38	5	110
Total		2	43	208	213	38	504

The above table shows the distribution of the highest count in the "Agree" category (67), followed by non-binary individuals (57). Females had the highest count in the "Neutral" category (52). Non-binary respondents reported the highest count for "Disagree" (17). "Strongly Disagree" and "Strongly Agree" responses were relatively low across all groups. Overall, males constituted 129 respondents, females 121, non-binary individuals 144, and those who preferred not to disclose their gender 110.

Table 4.38 Chi-Square tests

	Value	**df**	**Asymptotic Significance (2-sided)**
Pearson Chi-Square	19.787[a]	12	.071
Likelihood Ratio	21.039	12	.050
Linear-by-Linear Association	9.301	1	.002
N of Valid Cases	504		
a. 4 cells (20.0%) have expected count less than 5. The minimum expected count is .44.			

The Pearson Chi-Square value distribution in the aforementioned table is 19.787 (df = 12, p = 0.071), suggesting marginal significance. There is a somewhat greater level of significance with a likelihood ratio of 21.039 (df = 12, p = 0.050). The Linear-by-Linear Association test yields a significant result, with a value of 9.301 (df = 1, p = 0.002). It's interesting to see that 20.0% of cells have projected counts less than 5, and the smallest expected count is 0.44.

Crosstab

Table 4.39 Age * Skill Upgradation

Count

		Skill Upgradation					Total
		Strongly Disagree	**Disagree**	**Neutral**	**Agree**	**Strongly Agree**	
Age	18-24 Years	0	7	37	33	6	83
	25-34 Years	1	5	21	51	10	88
	35-44 Years	0	8	38	27	7	80
	45-54 Years	0	5	49	36	4	94
	55 years and above	0	7	32	37	8	84
	Prefer not to say	1	11	31	29	3	75
Total		2	43	208	213	38	504

In the above table shows the distribution of the participants aged 25-34 years who had the highest number of respondents in the "Agree" category with 51 individuals, followed by those aged 45-54 years with 49 individuals. The "Neutral" category received significant responses across various age groups, ranging from 21 to 38 individuals. In contrast, "Strongly Disagree" had minimal responses across all age categories, with the highest being 11 individuals among those who preferred not to disclose their age.

Table 4.40 Chi-Square Tests

	Value	**df**	**Asymptotic Significance (2-sided)**
Pearson Chi-Square	32.204[a]	20	.041
Likelihood Ratio	32.945	20	.034
Linear-by-Linear Association	3.565	1	.059
N of Valid Cases	504		
a. 6 cells (20.0%) have expected count less than 5. The minimum expected count is .30.			

The above table shows The Pearson Chi-Square distribution yielded a p-value of.041, the Likelihood Ratio yielded a p-value of.034, and the Linear-by-Linear Association yielded a p-value of.059 as well. Be cautious, though, as the lowest anticipated count was.30 and 20.0% of the cells had predicted values below 5.

Hypothesis 4:

H4: There is a Significant Influence of AI Integration in Skill Upgradation of Employees.

Table 4.41 Model Fitting Information

Model	**-2 Log Likelihood**	**Chi-Square**	**df**	**Sig.**
Intercept Only	92.628			
Final	84.926	7.703	1	.006

The table above displays a chi-square value of 7.703 together with From the intercept-only model to the final model, which has 1 degree of freedom (df) and a p-value of.006, the distribution model fitting data demonstrates a significant improvement.

Table 4.42 Goodness of Fit

	Chi-Square	df	Sig.
Pearson	223.451	15	.000
Deviance	39.190	15	.001

The distribution goodness-of-fit statistics in the above table indicate significant results: the Pearson's chi-square test yielded a value of 223.451 with 15 df, while the Deviance chi-square test yielded a value of 39.190 with 15 df and a p-value of.001.

Table 4.43 Pseudo R-Square

Cox and Snell	.015
Nagelkerke	.017
McFadden	.007

In the above table the following is distribution of model's pseudo R-squared values: McFadden =.007, Nagelkerke =.017, Cox and Snell =.015. Higher values of these metrics indicate better model fit in comparison to the baseline model, and they are frequently used to evaluate the goodness of fit in logistic regression models.

Table 4.44 Parameter Estimates

		Estimate	Std. Error	Wald	df	Sig.	95% Confidence Interval	
							Lower Bound	Upper Bound
Threshold	[SU = 1.00]	-4.243	.830	26.122	1	.000	-5.871	-2.616
	[SU = 2.00]	-1.033	.465	4.924	1	.026	-1.945	-.121
	[SU = 3.00]	1.315	.460	8.168	1	.004	.413	2.216
	[SU = 4.00]	3.835	.493	60.427	1	.000	2.868	4.802
Location	AI	.374	.129	8.396	1	.004	.121	.627
Link function: Logit.								

The above table shows the distribution parameter estimates from the logistic regression model indicate significant relatives between the independent variable "Location AI" and the threshold values of "SU" (presumably related to skill upgradation). For the threshold levels of "SU", the estimates are as follows: SU = 1.00, Estimate = -4.243, $p < .001$; SU = 2.00, Estimate = -1.033, $p = .026$; SU = 3.00, Estimate = 1.315, $p = .004$; SU = 4.00, Estimate = 3.835, $p < .001$. The indicates that, there is a Significant Influence of AI Integration in the Skill Upgradation of Employees.

4.9 Research Question Six

Table 4.45 Job Suitability

		Strongly Disagree	Disagree	Neither agree nor disagree	Agree	Strongly Agree
The integration of AI has made my job more suitable to my skills and abilities.	Frequency	86	97	102	112	107
	Percent	17.1	19.2	20.2	22.2	21.2
AI has helped in reducing my work stress, making my job more suitable for me.	Frequency	85	111	98	120	90
	Percent	16.9	22	19.4	23.8	17.9
I believe that AI has made my job more suitable to my personality and work style.	Frequency	100	82	123	110	89
	Percent	19.8	16.3	24.4	21.8	17.7
AI has facilitated my skill upgradation, making me more suitable for future job roles.	Frequency	112	83	111	111	87
	Percent	22.2	16.5	22	22	17.3
Overall, I feel that AI integration has made my job more suitable and satisfying.	Frequency	89	86	115	114	100
	Percent	17.7	17.1	22.8	22.6	19.8

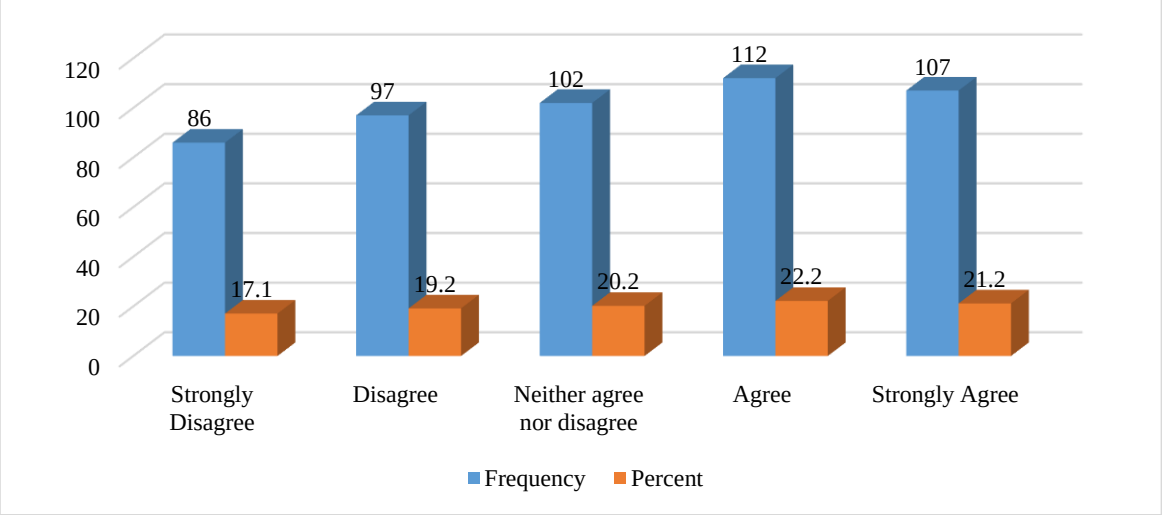


Figure 4.38 The Integration of AI Has Made My Job More Suitable to My Skills and Abilities.

The above figure shows the integration of AI into job functions has had varied impacts on employees' perceptions of job suitability to their skills and abilities. Among the respondents, 17.1% strongly disagreed and 19.2% disagreed that AI integration made their jobs more aligned with their skills. In contrast, 43.4% of respondents viewed AI integration positively, with 22.2% agreeing and 21.2% strongly agreeing. Additionally, 20.2% of respondents neither agreed nor disagreed.

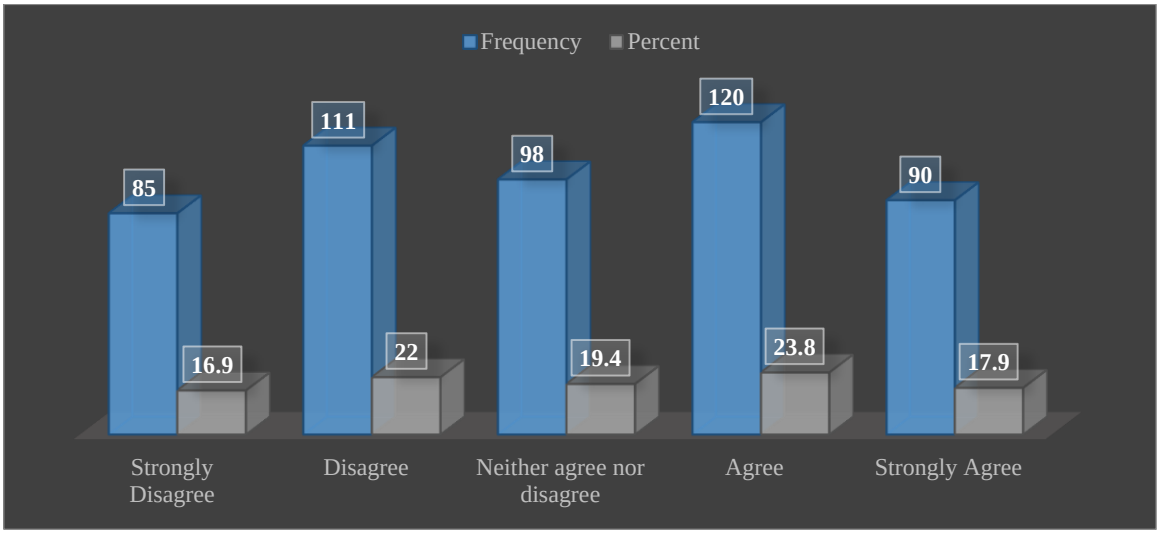


Figure 4.39 Ai Has Helped in Reducing My Work Stress, Making My Job More Suitable for Me.

The above figure shows the integration of AI has had a notable impact on work stress levels and job suitability among employees. In the survey, 16.9% of respondents strongly disagreed and 22% disagreed that AI has helped reduce their work stress, thus making their jobs more suitable for them. Conversely, a larger proportion of respondents expressed a positive view: 23.8% agreed and 17.9% strongly agreed with the statement. Additionally, 19.4% neither agreed nor disagreed.

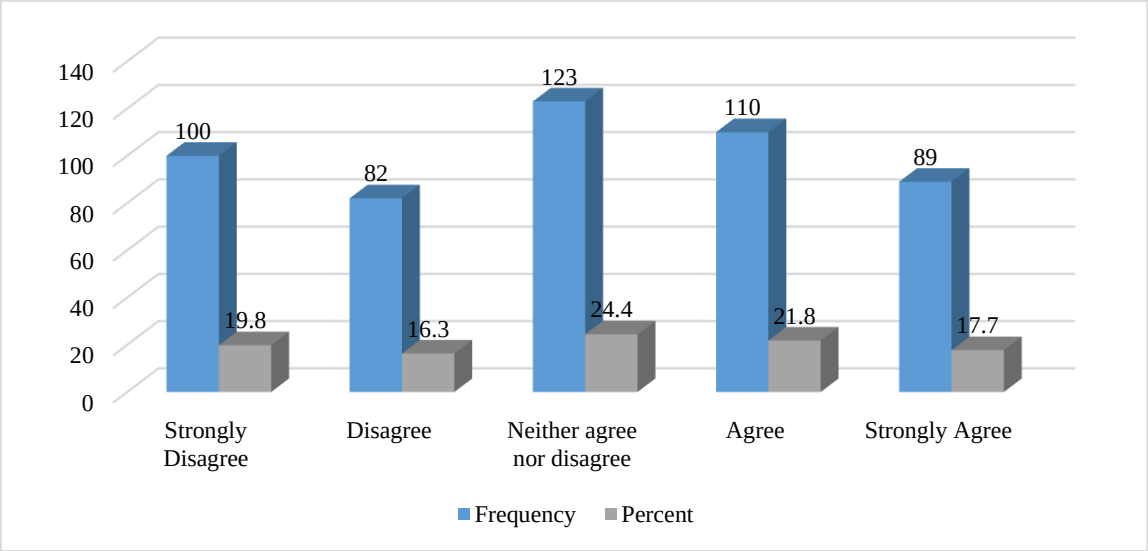


Figure 4.40 I Believe That AI Has Made My Job More Suitable to My Personality and Work Style.

The aforementioned graphic displays a variety of viewpoints and illustrates how AI affects how well-suited occupations are to individuals' personalities and work styles. The poll found that 16.3% of participants disagreed and 19.8% strongly disagreed that AI had improved the fit between their work style and personality. However, a sizable percentage of participants observed a favourable effect: 21.8% of them agreed and 17.7% strongly agreed with the assertion. Moreover, 24.4% of participants expressed neither agreement nor disagreement.

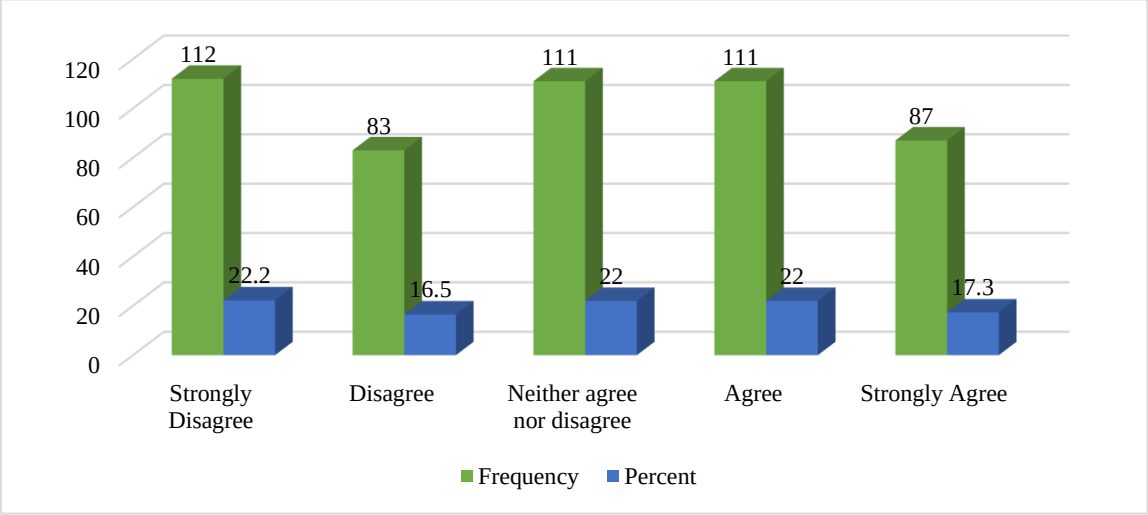


Figure 4.41 AI Has Facilitated My Skill Upgradation, Making Me More Suitable For Future Job Roles.

The aforementioned chart illustrates how employees' opinions of their skill upgradation and fit for future job roles have changed as a result of AI integration in the workplace. Survey results show that 22.2% of respondents strongly disagree and 16.5% disagree that AI has facilitated their skill upgradation, making them more suitable for future job roles. On the other hand, 22% of respondents expressed a split opinion, agreeing with the statement and not disagreeing with it. Furthermore, 17.3% of participants strongly concur that AI has improved their skill set.

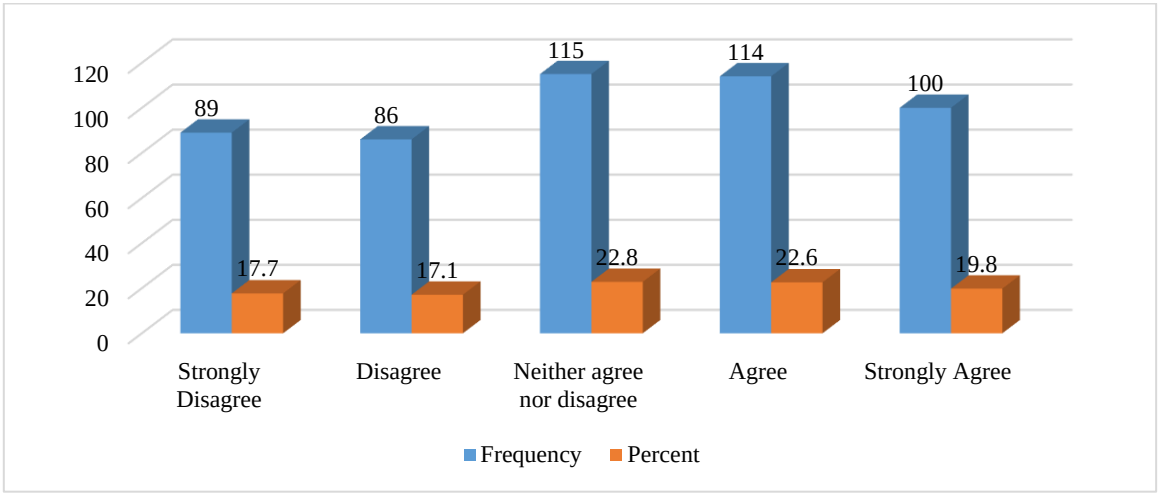


Figure 4.42 Overall, I Feel That Ai Integration Has Made My Job More Suitable and Satisfying.

The aforementioned figure illustrates how employees' views of job appropriateness and satisfaction are affected in a subtle way by the incorporation of AI in the workplace. According to survey data, 17.1% of respondents disagree and 17.7% strongly disagree that AI has improved their job appropriateness and satisfaction. On the other hand, 19.8% highly agree with the sentiment, 22.6% agree, and 22.8% neither agree nor disagree with it.

Crosstab

Table 4.46 Gender * Job Suitability

Count							
		Job Suitability					**Total**
		Strongly Disagree	**Disagree**	**Neutral**	**Agree**	**Strongly Agree**	
Gender	Male	1	12	57	50	9	129
	Female	0	15	43	50	13	121
	Non-binary	0	14	66	54	10	144
	Prefer not to say	1	10	55	36	8	110
Total		2	51	221	190	40	504

The above table shows the distribution of the most common for all groups, particularly among non-binary individuals (66). Both male and female respondents equally chose "Agree" (50 each), while "Strongly Agree" was highest among females (13). "Strongly Disagree" was infrequent, with 129 males, 121 females, 144 non-binary individuals, and 110 preferring not to say.

Table 4.47 Chi-Square Tests

	Value	**df**	**Asymptotic Significance (2-sided)**
Pearson Chi-Square	8.849[a]	12	.716
Likelihood Ratio	9.572	12	.653
Linear-by-Linear Association	.533	1	.465
N of Valid Cases	504		
a. 4 cells (20.0%) have expected count less than 5. The minimum expected count is .44.			

The table above displays As can be seen from the Pearson Chi-Square value distribution of 8.849 (df = 12, p = 0.716), there is no significant correlation. With a result of 9.572 (df = 12, p = 0.653), the Likelihood Ratio test supports the lack of significance. An inconsequential result from the Linear-by-Linear Association test indicates that 20.0% of cells had expected counts less than 5, with 0.44 being the lowest projected count. The value of the test was 0.533 (df = 1, p = 0.465).

Crosstab

Table 4.48 Age * Job Suitability

Count		
	Job Suitability	**Total**

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	
Age	18-24 Years	0	5	39	33	6	83
	25-34 Years	1	4	35	37	11	88
	35-44 Years	0	15	28	34	3	80
	45-54 Years	0	13	48	29	4	94
	55 years and above	0	11	37	26	10	84
	Prefer not to say	1	3	34	31	6	75
Total		2	51	221	190	40	504

The distribution of respondents who selected "Neutral" for work fit is displayed in the above table, with the largest proportion of respondents in each age group lying between 28 and 48. Participants aged 25-34 years had the most respondents in the "Strongly Agree" category (11 individuals), whereas those aged 35-44 years had the highest count in the "Disagree" category (15 individuals).

Table 4.49 Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	32.953[a]	20	.034
Likelihood Ratio	33.990	20	.026
Linear-by-Linear Association	.666	1	.415
N of Valid Cases	504		
a. 6 cells (20.0%) have expected count less than 5. The minimum expected count is .30.			

The Likelihood Ratio test yielded a p-value of.026 while the Pearson Chi-Square distribution in the preceding table had a p-value of.034. With a p-value of.415, the Linear-by-Linear Association test results were not significant. Twenty percent of the cells had anticipated values less than five, and the lowest forecasted count was an odd.30.

Hypothesis 5

H5: There is a Significant the Employee Productivity, Lessen Work Stress, Personality/Attitude, Skill Upgradation Influence Their Job Suitability.

Table 4.50 Correlations

			Employee Productivity	Lessen Work Stress	Personality/Attitude	Skill Upgradation	Job Suitability
Spearman's rho	Employee Productivity	Correlation Coefficient	1.000	.075	.122**	.146**	.096*
		Sig. (2-tailed)	.	.094	.006	.001	.032

		N	504	504	504	504	504
	Lessen Work Stress	Correlation Coefficient	.075	1.000	.185**	.099*	.019
		Sig. (2-tailed)	.094	.	.000	.026	.666
		N	504	504	504	504	504
	Personality/ Attitude	Correlation Coefficient	.122**	.185**	1.000	.220**	.103*
		Sig. (2-tailed)	.006	.000	.	.000	.020
		N	504	504	504	504	504
	Skill Upgradation	Correlation Coefficient	.146**	.099*	.220**	1.000	.252**
		Sig. (2-tailed)	.001	.026	.000	.	.000
		N	504	504	504	504	504
	Job Suitability	Correlation Coefficient	.096*	.019	.103*	.252**	1.000
		Sig. (2-tailed)	.032	.666	.020	.000	.
		N	504	504	504	504	504
**. Correlation is significant at the 0.01 level (2-tailed).							
*. Correlation is significant at the 0.05 level (2-tailed).							

The correlation analysis explores the relationships between employee productivity, work stress reduction, personality/attitude, skill upgradation, and job suitability among 504 employees. The Spearman's rho correlation coefficients reveal several significant relationships. Employee productivity shows a positive correlation with personality/attitude ($r = .122$, $p = .006$), skill upgradation ($r = .146$, $p = .001$), and job suitability ($r = .096$, $p = .032$), indicating that enhancements in these areas are associated with improved productivity. However, the correlation between employee productivity and the reduction of work stress ($r = .075$, $p = .094$) is not statistically significant, suggesting that lower work stress alone does not directly correlate with increased productivity.

Reduction of work stress positively correlates with personality/attitude ($r = .185$, $p = .000$) and skill upgradation ($r = .099$, $p = .026$), highlighting that employees experiencing less stress tend to have better attitudes and seek skill development. However, the correlation with job suitability ($r = .019$, $p = .666$) is insignificant. Personality/attitude correlates significantly with skill upgradation ($r = .220$, $p = .000$) and job suitability ($r = .103$, $p = .020$), suggesting that a positive attitude is linked to skill improvement and perceived job fit.

Skill upgradation shows a strong positive correlation with job suitability ($r = .252$, $p = .000$), indicating that employees who enhance their skills perceive their jobs as more suitable. Overall, these findings underscore the interrelatedness of these factors, suggesting that strategies aimed at improving employee attitudes and skills can positively impact productivity and job suitability, while stress reduction has a more nuanced effect.

4.10 Research Question Seven

Table 4.51 Employee Job Satisfaction (EJS)

		Strongly Disagree	Disagree	Neither agree nor disagree	Agree	Strongly Agree
I feel valued and appreciated for my contributions at work.	Frequency	97	99	102	116	90
	Percent	19.2	19.6	20.2	23	17.9
I have opportunities for growth and advancement in my current role.	Frequency	95	95	110	109	95
	Percent	18.8	18.8	21.8	21.6	18.8
I feel that AI has improved my job performance, leading to greater job satisfaction.	Frequency	85	97	116	104	102
	Percent	16.9	19.2	23	20.6	20.2
I am satisfied with the opportunities for training and development provided by my organization.	Frequency	86	112	101	104	101
	Percent	17.1	22.2	20	20.6	20
I have a good work-life balance.	Frequency	97	120	100	90	97
	Percent	19.2	23.8	19.8	17.9	19.2
I believe that AI integration has increased my job satisfaction compared to before its implementation.	Frequency	89	97	104	116	98
	Percent	17.7	19.2	20.6	23	19.4
AI-integrated organizational culture positively influences my overall job satisfaction.	Frequency	97	101	101	101	104
	Percent	19.2	20	20	20	20.6

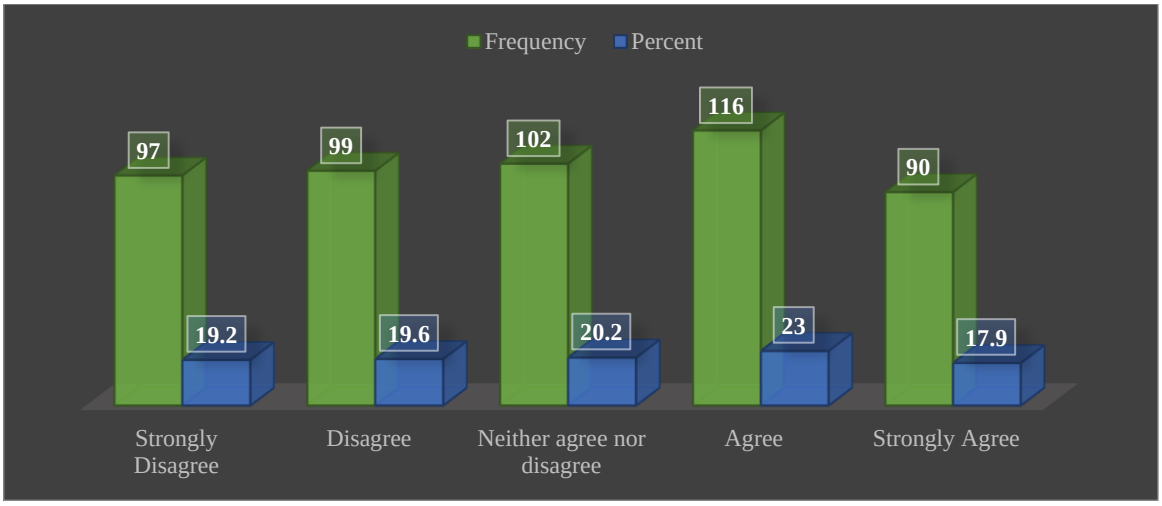


Figure 4.43 I Feel Valued and Appreciated for My Contributions at Work.

The above figure shows the perception of being valued and appreciated for contributions at work varies significantly among employees. Survey data reveals that 19.2% of respondents strongly disagree, and 19.6% disagree with feeling valued and appreciated. In contrast, 23% agree, 17.9% strongly agree, and 20.2% neither agree nor disagree with the statement.

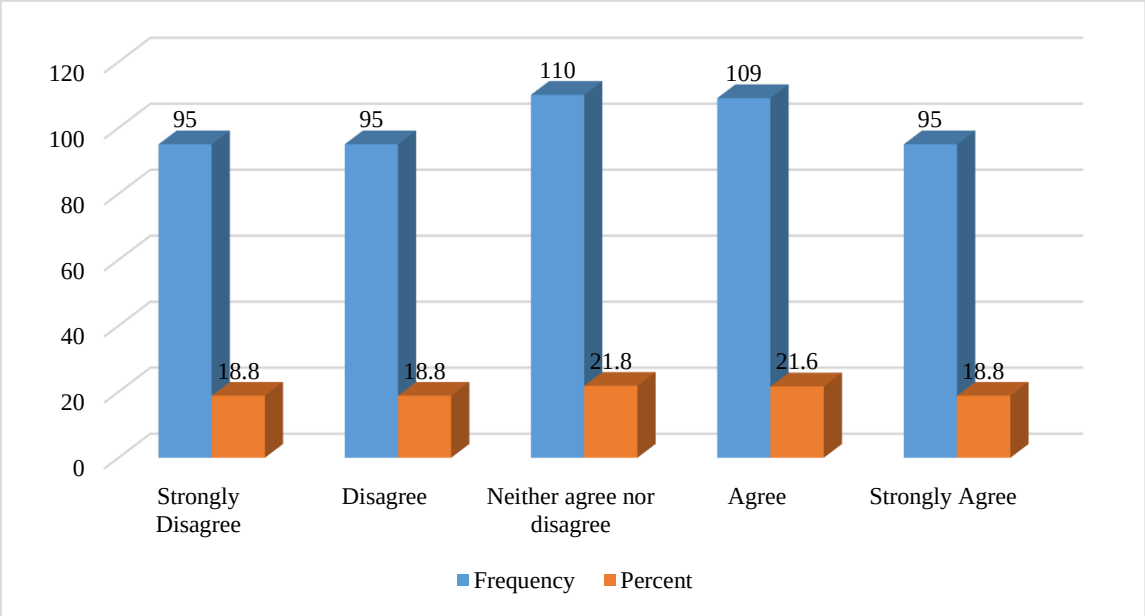


Figure 4.44 I Have Opportunities for Growth and Advancement in My Current Role.

The above figure shows the Employee perceptions regarding opportunities for growth and advancement in their current roles exhibit considerable variation. The survey data indicates that 18.8% of respondents strongly disagree, and an equal percentage disagree with having growth opportunities. Furthermore, 18.8% strongly agree, 21.6% agree, and 21.8% neither agree nor disagree with the statement.

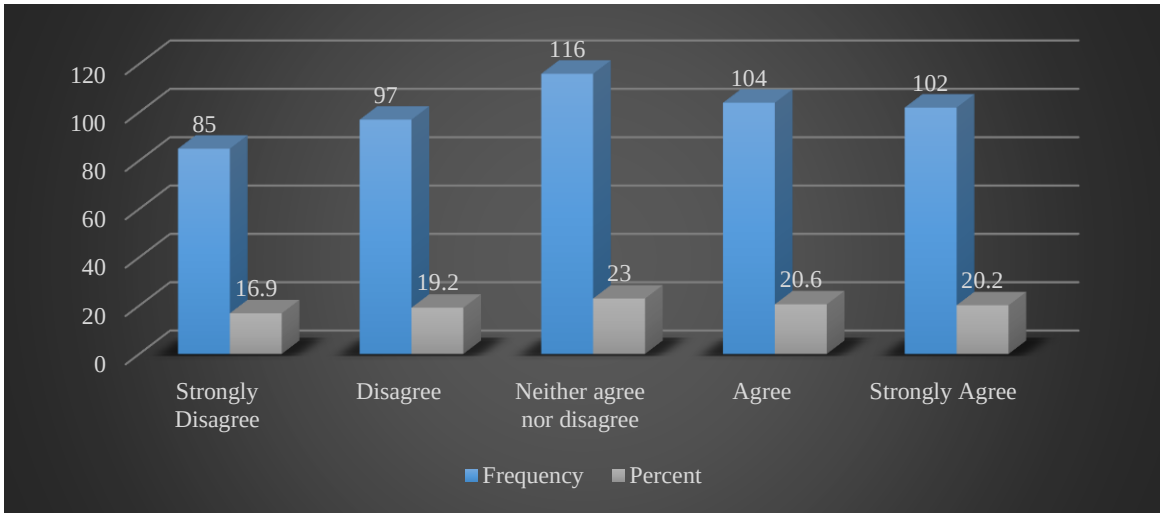


Figure 4.45 I Feel That AI Has Improved My Job Performance, Leading To Greater Job Satisfaction.

The data on employee impressions of AI's effect on job performance and happiness is displayed in the above chart, which reveals a nuanced variety of viewpoints. In particular, 19.2% of respondents disagree and 16.9% of respondents strongly disagree that using AI has enhanced their job performance, which has increased their job satisfaction. Conversely, 22% strongly agree, 23% neither agree nor disagree, and 20.6% agree.

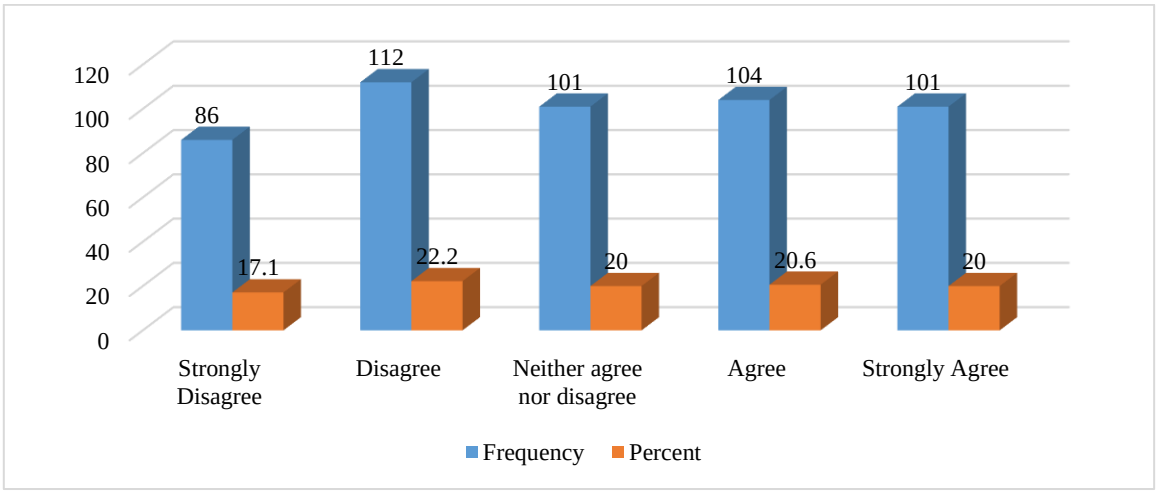


Figure 4.46 I Am Satisfied with The Opportunities for Training and Development Provided by My Organization

In the above figure shows the survey data regarding satisfaction with opportunities for training and development provided by the organization shows a diverse range of opinions among employees. In particular, 22.2% of respondents disagree and 17.1% strongly disagree they are happy with the available alternatives for growth and training. Conversely, 20.6% of respondents agree, 20% strongly agree, and 20% are unsure.

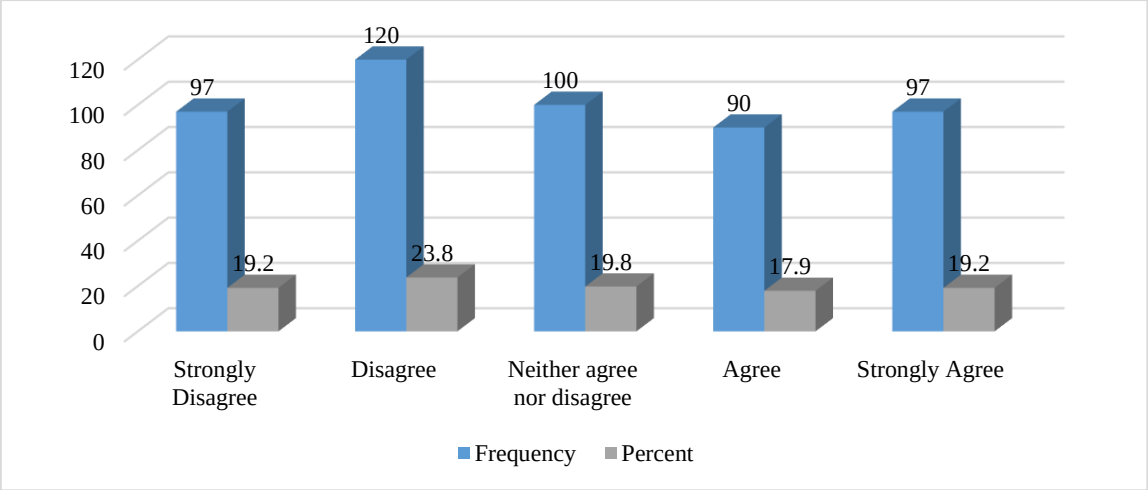


Figure 4.47 I Have a Good Work-Life Balance.

In the above figure shows the data on employees' perceptions of their work-life balance revealing a varied distribution of responses. A significant portion of employees, 23.8%, disagree that they have a good work-life balance, while 19.2% strongly disagree. In contrast, 19.8% neither agree nor disagree, and smaller percentages of 17.9% and 19.2% agree and strongly agree, respectively.

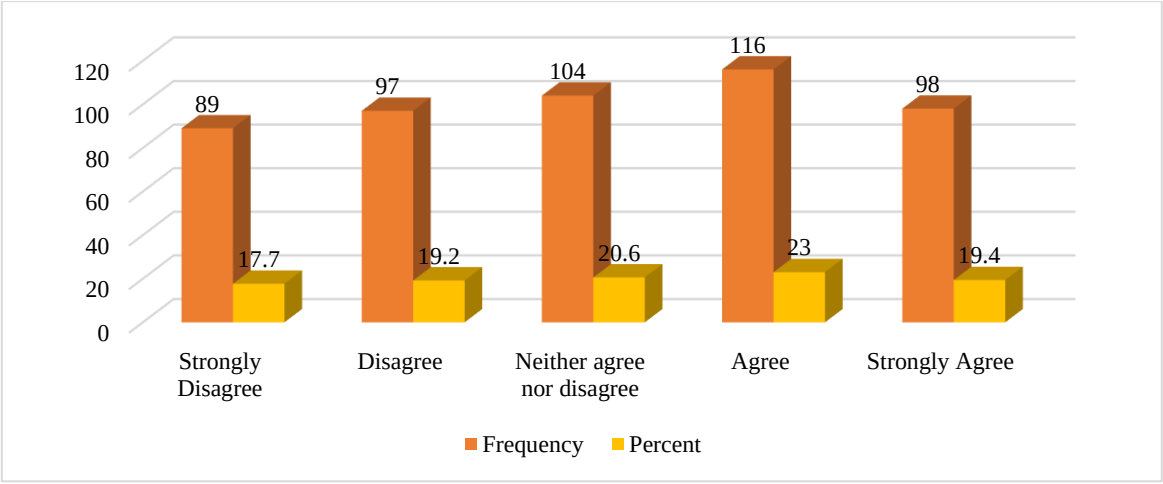


Figure 4.48 I Believe That Ai Integration Has Increased My Job Satisfaction Compared to Before Its Implementation.

The above figure shows in evaluating the impact of AI integration on job satisfaction, the data reveals a notable distribution among employees. Specifically, 17.7% strongly disagree and 19.2% disagree that AI integration has increased their job satisfaction. Conversely, 23% agree and 19.4% strongly agree, indicating a significant proportion acknowledging a positive influence. The remaining 20.6% neither agree nor disagree, underscoring varying perceptions among employees regarding AI's impact on job satisfaction.

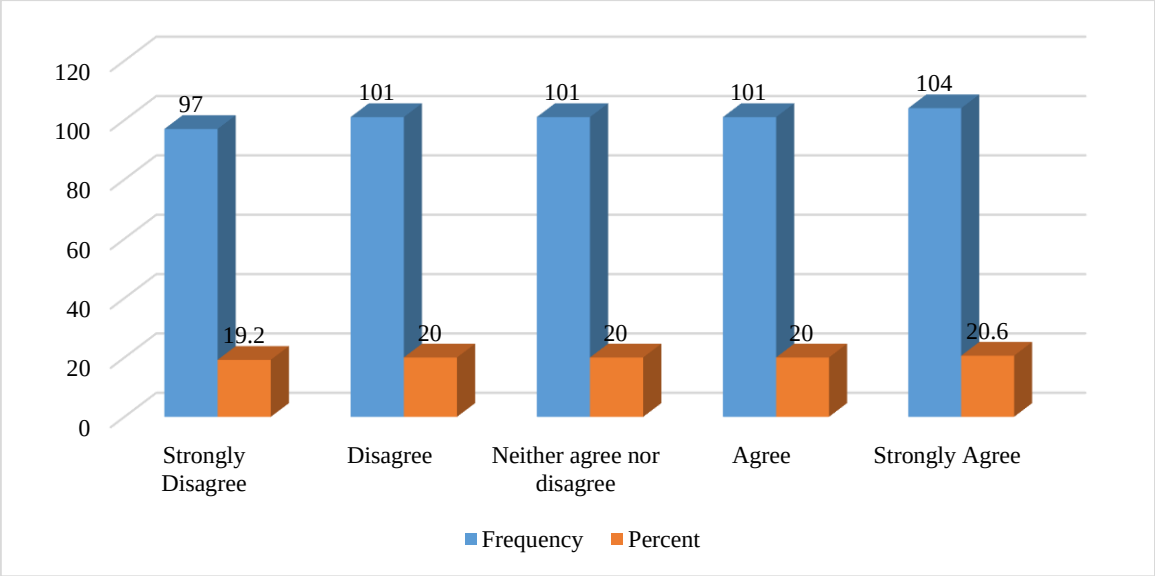


Figure 4.49 Ai-Integrated Organizational Culture Positively Influences My Overall Job Satisfaction.

The above figure shows the research shows that respondents' opinions on the impact of an organisational culture that incorporates AI and overall job satisfaction are evenly distributed. Specifically, 19.2% strongly disagree and 20% disagree that AI integration positively impacts their job satisfaction. Conversely, 20.6% strongly agree and 20% agree, reflecting a significant proportion acknowledging a positive influence. The remaining 20% neither agree nor disagree, suggesting varied perceptions regarding AI's role in enhancing job satisfaction.

Crosstab

Table 4.52 Gender * Employee Job Satisfaction

Count							
		Employee Job Satisfaction					**Total**
		Strongly Disagree	**Disagree**	**Neutral**	**Agree**	**Strongly Agree**	
Gender	Male	0	4	60	58	7	129
	Female	0	8	53	56	4	121
	Non-binary	0	6	75	53	10	144
	Prefer not to say	1	4	60	44	1	110
Total		1	22	248	211	22	504

The above table shows the distribution of the most frequent across all groups, especially among non-binary individuals (75). Both male (58) and female (56) participants predominantly chose "Agree." "Strongly Agree" responses were the least common, with non-binary individuals having the highest count (10), with 129 males, 121 females, 144 non-binary individuals, and 110 preferring not to say.

Table 4.53 Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	15.068[a]	12	.238
Likelihood Ratio	15.540	12	.213
Linear-by-Linear Association	3.135	1	.077
N of Valid Cases	504		
a. 6 cells (30.0%) have expected count less than 5. The minimum expected count is .22.			

The p-values of.238 for the Pearson Chi-Square and.213 for the Likelihood Ratio tests, respectively, in the previous table show that there were no statistically significant relationships between the variables in the Chi-Square test distribution. The Linear-by-Linear Association test was approaching significance with a p-value of 077. Nonetheless, 30% of the cells had the lowest predicted count of.22, with expected counts less than 5.

Crosstab

Table 4.54 Age * Employee Job Satisfaction

Count							
		Employee Job Satisfaction					Total
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	
Age	18-24 Years	0	3	41	34	5	83
	25-34 Years	0	5	42	37	4	88
	35-44 Years	0	4	40	33	3	80
	45-54 Years	0	4	45	42	3	94
	55 years and above	0	3	43	34	4	84
	Prefer not to say	1	3	37	31	3	75
Total		1	22	248	211	22	504

In the above table shows the distribution of the “Neutral" category for job satisfaction, ranging from 37 to 45 individuals across age categories. The highest count of respondents aged 45-54 years expressed "Agree" with their job satisfaction (42 individuals), while those aged 18-24 years had the fewest respondents in the "Strongly Disagree" category (none).

Table 4.55 Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	7.744[a]	20	.993
Likelihood Ratio	5.790	20	.999
Linear-by-Linear Association	.189	1	.664
N of Valid Cases	504		

a. 18 cells (60.0%) have an expected count of less than 5. The minimum expected count is .15.

The table above displays The Pearson Chi-Square distribution yielded a p-value of.993, but the Likelihood Ratio test produced a result of.999. With a p-value of.664, the Linear-by-Linear Association test yielded a similarly non-significant result. It's interesting to note that the lowest expected count was.15, and 60.0% of the cells had expected counts below 5.

Hypothesis 6

H6: There is a Significant Influence of Job Suitability on Employee Job Satisfaction.

Table 4.56 Model Fitting information

Model	-2 Log Likelihood	Chi-Square	df	Sig.
Intercept Only	84.144			
Final	78.479	5.666	1	.017

In the above table the intercept-only model gave the -2 Log Likelihood of 84. 144 as per distribution of model fitting information provided. The, -2 Log Likelihood has now reduced to 78 for the present set of independent variables. The initial model with predictors, contained 611 while the final model contained 479. With one degrees of freedom, the value for the chi-square test ratio for the improvement of the model was 5. 666, giving a very highly statistically significant p of. 017.

Table 4.57 Goodness of Fit

	Chi-Square	df	Sig.
Pearson	158.223	15	.000
Deviance	30.658	15	.010

According to the Pearson chi-square statistic, the distribution evaluating the model's goodness-of-fit in the preceding table produced a value of 158.223 with 15 degrees of freedom, giving a highly significant p-value of.000. Similarly, the Deviance chi-square statistic (30.658) yielded a significant p-value of.010 with 15 degrees of freedom.

Table 4.58 Pseudo R-Square

Cox and Snell	.011
Nagelkerke	.013
McFadden	.006

In the above table the following is the distribution of the model's pseudo R-Square values: McFadden =.006, Nagelkerke =.013, and Cox and Snell =.011. These measures shed light on the model's explanatory capacity; Nagelkerke shows the greatest at.013, followed by Cox and Snell at.011, McFadden at.006, and others.

Table 4.59 Parameter Estimates

	Estimate	Std. Error	Wald	df	Sig.	95% Confidence Interval

							Lower Bound	Upper Bound
Threshold	[EJS = 1.00]	-5.318	1.064	24.994	1	.000	-7.403	-3.233
	[EJS = 2.00]	-2.133	.420	25.745	1	.000	-2.957	-1.309
	[EJS = 3.00]	1.075	.387	7.721	1	.005	.317	1.833
	[EJS = 4.00]	4.027	.444	82.090	1	.000	3.155	4.898
Location	JS	.270	.109	6.076	1	.014	.055	.484
Link function: Logit.								

The above table shows the distribution parameter estimates show significant effects for the Educational Job Satisfaction (EJS) variable thresholds and the Location (JS) variable. For EJS, the estimates for different thresholds (EJS = 1.00, EJS = 2.00, EJS = 3.00, and EJS = 4.00) indicate how the log odds of the dependent variable change concerning these thresholds. For Location (JS), the estimate of .270 with a significant p-value of .014 suggests a positive impact on the job satisfaction outcome.

CHAPTER V:
DISCUSSION

5.1 Discussion of the Findings

Based on the study the extent and nature of voices in the area are intricate and diverse accruing to the following conclusions; applying of AI in contexts of organizations. The data underscores both the opportunities of automatic instrument implementation and the serious adversities that go with it. Social identity which contains the different viewpoints, is expressed by the employees. The research primarily focuses on six critical areas: The research primarily focuses on six critical areas. The use of AI on organizational culture and its influence over employees' productivity levels, work stressors and personality and skills, posture and behaviour, and organizational match and suitability facilities. These domains imply and outline a more balanced approach, which does not only focus on the negative aspects of the workforce diversity, but also takes into consideration the positive and various employees' attitudes towards it.

Firstly, the study elaborates on the bipolarity that exists in the perspectives towards the effect of AI on organizationa culture and efficiency. Thus, a significant group of respondents is ready to admit that AI may positively influence their work performance improve the operations of the organization and facilitate the development of a healthy culture, the use of rewards is nearly equal to punishment expressing skepticism or neutrality. From the division, one can saw that there is maturity and AI adoption and Still, individual experiences have a huge say on these perceptions. Employees in organizations organizations that have invested more in the advanced usage of Artificial intelligence may experience less hurdles and a friendly environment of enactment. While the latter are sceptical individuals in the early stages of using social networks or those who have only negative experiences in the matter. The findings are consistent with literature that presents AI as an organisational weapon with great the ability to revolutionalise business decision making for sustainability while at the same time emphasise the need to have proper change management measures to ensure there is proper integration of technology applications of IT with the human factors in organizations.

Secondly, about employee productivity, contrary to the research hypothesis, the findings point to a positive correlation between AI and productivity. Some of the respondents commonly highlight on the increased

productivity, better quality of work, and good time management resulting from AI. These perceptions are of course mixed and some employees continue to be suspicious or indifferent about such advantages. Such a division can be explained by fears for one's job, the sophistication of the AI tools, and the differing levels of AI literate employees. The most important approaches for reducing the level of resistance and increasing the level of acceptance, therefore, are training, communication, and the involvement of employees in the implementation of the AI initiative. These findings emphasize the importance of the responsible AI practices as a means of realizing the organisational advantages while contemplating the employees' concerns relating to job threat and insecurity.

Thirdly, examines how AI influences the level of work stress and job satisfaction. The findings showed that employees had diverse views about the efficiency of AI; some expressed the opinion of the ability to minimize stress, arising from the usage of techniques that take on repetitive tasks while others reported that AI stressed them or Ay proved to be ineffective in stress reduction. Research findings suggest that the impact of AI applications to decrease employees' stress at work partly depends upon individual level factors, organizational factors and the environment. It is so important that AI applications are tailored to the employee, training processes are thorough, and the efficacy of solutions is constantly assessed to guarantee that AI assists employees and is advantageous to them. In addition, the research reveals that the job suitability, contributed by parameters inclusive of the work-life balance, trainings and development, and the integration of AI, is a major determinant of the employee job satisfaction levels. High levels of job engagement seem to indicate well matched perceptions of job characteristics to employees' ability, hence, stressing the need for adopting AI aligned with individual employees and work typologies.

Finally, the evidence presented herein underscores AI'S importance in relation to skill upgrade and its impact on the attitudes and personality of the employee. It allows the employee's continuation of learning new trends within their profession, attainment of transferable skills and more confidence in handling complicated tasks. But the responses are pretty diverse, largely because the general attitude of people towards the AI applications remains quite cautious in a certain extent due to concerns and the levels of integration of the AI technologies in the working processes and environments of the companies and organisations differ. Some of the employees reported increased self-confidence and the ability to adapt to change as a result of AI while others did not support the and therefore it is agreed that organisations have to adopt AI solutions which takes into consideration the personality of the workers. The study also samples that occasion for the creation of organizational culture that can encourage learning and training as a positive way to improve on the job satisfaction of workers and their engagement.

Thus, the study provides a detailed understanding of the complex nature of the dynamics between the uses of AI integration and several elements of organizational existence. The findings reveal that there is a huge interest and demand for online education and awareness pertaining to COVID-19, as well as other health-related concerns. AIs abilities to increase organizational performance and labor productivity and improve employees' competencies progress, yet at the same time also referring to the problems and concerns connected with AI. Adoption. AI is therefore a progressive concept that must be integrated into organizations with a proper strategy as follows accurate and open communication, extensive teaching, and specific application of procedures to responsiveness to the needs and issues affecting the employees of any given organization. In the way, they provide a maximum of information while leaving leeway for the reader and thus optimize the enumerator and the denominator the positive implications of AI as well as create environment that will not only deliver high results but also increase the job satisfaction of the employees and remain relevant on the market rapidly evolving business landscape. Therefore, future

studies should also work on the advancement of these nature because of the fast-evolving generation of AI and impacts on employment.

5.2 Discussion of Research Question One

The findings in the present study with regards the current state of the incorporation of AI in organizations show a complex picture of the respondents' attitudes. According to the results, the awareness of the positive effects of AI is indeed prevailing among the workers; however, the percentage of skeptics and the neutral responses underlined that the matter is still debatable. Such hybridity hints at a multifaceted and dynamic interaction between AI technologies and a business's culture, work productivity or efficiency, and success.

Leading AI integration is acknowledged to be having relatively positive effects but with various concerns. A majority of the respondents indeed support the introductory statement that AI augments the processes across the organization; however, 48% of the employees and team leaders either remain neutral, or object AI's overall impact on the organizational processes. Such a division is relevant when it comes to the maturity of AI adoption and the experience that different companies have. Similarly (Kaggwa et al., 2024) further elaborated on how incorporation of AI modifies the processes of decision-making in organizations as a strategic resource rather than as a technical application. AI deployment in the corporate activities has incredible potential to increase the performance of firms and also foster sustainability in business. Finally, the attitude towards AI's influence in the field of organizational culture is also rather bifurcated. Plenty of the respondents are convinced that the application of AI contributes to the creation of a constructive organizational culture, whereas as many of the respondents report AI's negative or no influence in the organization. In a number of works, it has been found that public organisations might face challenges when it comes to gathering the data needed for AI's application, securing funds for acquiring the required technology tools, or having insufficient staff and a managerial culture that does not embrace digitalisation.(Mikalef, Fjørtoft and Torvatn, 2019) (Mikhaylov, Esteve and Campion, 2018). They solve organisational issues thus implying that proper organisation unleash change management strategies that addresses technological intervention with human activity at the working place.

As for efficiency, self-generated data reveal that many respondents acknowledge that AI enhances work flows and decreases manual labour, while the study indicates that applying of AI to different sectors of the organisation might lead to the decrease of cognitive load or clear automation of the works which used to be done by a human. Yet, such high gear changes possess marked consequences for the firms and employees as far as the widespread belief in AI causing skills deficits is concerned.(Morandini et al., 2023) The studies also provide rather ambiguous information concerning the impact of AI on work-related stress and effective cooperation decrease. While some employees seem to understand that with the help of A I, many monotonous and stressing jobs will be eliminated, others seem to have apprehensions, possibly owing to the idea of having to attend to newer technologies and the fact that their companies are implementing A I to cut on employees(Coombs et al., 2020). The opinions towards AI improving collaboration are also a mix of positive and negative sentiments in respect to the fact that despite the use of certain AI tools can improve organizational communication as well as collaboration, it has its limitation depending on the organization and the technology it implements (Siemon, 2022).

All in all, it is necessary to consider different approaches to integrate AI in the workplace, given that the experiences of employees are different due to several factors. It is suggested that organizations need to focus on the issues regarding clear communication, proper training, and other available resources to make

the integration of AI easier, and to improve its effect on the organization. The future research in the area should persistently analyze these dynamics more to the fact that the applications of AI are evolving at a very fast rate and their consequence on the workforce future.

5.3 Discussion of Research Question Two

The systematic review on the use of AI for organizational work and productivity to indicate the multiple mediating moderator and outcomes' interaction at varying degrees and complexity highlight the analysis intricacies. The respondents also indicate a high level of accepting the enabling effect of AI supply on the work productivity, time management and delivery, quality and precision. Analytics utilizing artificial neural networks give beneficial analysis of the performance of certain indicators, which can help organizations realize maximal effective utilization of their resources and time. Furthermore, it aligns L & D with the individual need or learning style, as AI improves delivery of learning and development training program (Shabir and Nawaz, 2023).

The data indicates a considerable divide in opinions about AI's role in improving task efficiency and productivity. While a notable fraction of employees reports positive impacts, a significant proportion remains skeptical or neutral. Similarly, list the most serious drawbacks of using AI, including concerns over the safety and privacy of personal information, disruptions to existing jobs due to technological advancements, and emotional distress among workers. Then, the advantages are shown in a hierarchical fashion, with factors like enhanced overall job performance, workplace autonomy and flexibility, and innovation and creativity at the top. (Malik et al., 2022)

The hypothesis testing confirms a significant impact of AI integration on employee productivity, reinforcing the notion that AI can substantially enhance work processes. Similarly, (Malik et al., 2022) shows how important it is to utilise responsible AI procedures to reduce dangers and create best practices. These methods include ongoing training, interaction, and experience sharing among AI users. However, the study also underscores the importance of addressing the concerns of those who remain skeptical about AI's benefits. Effective training, clear communication about AI's role, and involving employees in the AI integration process can mitigate resistance and enhance acceptance (Veiga and Pires, 2018).

Thus, the research findings show that increased numbers of integrated AI applications enhance employee productivity even though an surge in the number of AI integrated applications is associated with a decrease in the employees' perception of job autonomy directions of its impact is rather ambiguous which seems logical given the difficulties that arise from the implementation of new technologies in organizational settings. The study supports earlier works that it also features both the positive uses of AI and its concerns in a business environment. Addressing by directly addressing these challenges organizations can attempt to optimise the possibilities that are offered of AI, which lead to the creation of better, more efficient employees and increased satisfaction levels.

5.4 Discussion of Research Question Three

Therefore, the research aimed at establishing if the incorporation of AI will have impacts in lessening the extent of work stress of employees varying degrees of success. Thus, it was ascertained that there was significant support for the notion that the extent of AI's investment would reduce worry about concern organizational insecurity, creating teamwork culture, organization of time. The impact that was assigned

to reducing work-related stress and providing ways to deal with the problem was evaluated in several surveys' items.

First, in the participant's opinion revealed by the study, they admitted that AI has a potential to decrease the level of workload related stress varied widely. Despite the fairly large percentage of people who agreed, numerous participants were still rather skeptical portion expressed some understanding of the benefits of using AI. The paper investigates on the impact of AI where it has been seen that AI is not merely a single deposition factor with simple impact but a multifaceted reality that has multiple implications. The existence of these two different points of view well illustrates the fact that employee stress levels are a major problem that cannot be ignored. While some workers may regard AI as helpful and useful while to other people, the technology might seem as a cumbersome tool while others may remain skeptical of burrito's worth to the society.

Secondly, the survey was fifty-fifty when it comes to AI's capability to provide people coping mechanisms in difficult circumstances. Slightly fewer respondents were interviewed who have differing view on the idea that AI tools can be used for the management of stress as their opinion about the concept agreed. Such a division means that the precise characteristics of the positions that are becoming mechanised or supported by AI accommodations as well as the AI intensity of each technology acceptance of a person is high, the in turn may greatly influence the efficacy of AI solutions are.

It was found that among the participants, some of them opined that AI tools helped in the management of their work meet deadlines, and seemed to be less stressed, while others said they saw hardly any change in time management. Cumbersome interactive communication between employees and the application of AI and employees' different levels of AI knowledge.

They may be because the effect of a determinant on stress may be different depending on the type of workplace that an individual is exposed to. Some of the studies reported that AI would enhance work-life balance while other studies stated otherwise. Some the participants portrayed AI as enhancing efficiency and encouraging the advancement of healthy working arrangements for people while the latter did not note any changes at all. They could be brought about by variations in work positions, the degree of AI integration, and personal work habits. When routine and repetitive jobs are common, AI may be more effective in the area, freeing up employees' time to concentrate on higher-value work.

Moreover, the roles of AI for creating a positive work environment were also described in various ways. Some of the staff believe there was no significant variation on the market, while others felt that AI technologies helped bring optimization of support and cooperation. Thus, the variability of AI tool implementation and the emphasis placed on inter-organizational collaboration might be explained by the differences in the two constructs.

Lastly, there were differing opinions revealed in the survey data regarding the reduction of anxiety related to workplace uncertainties through AI-supported decision-making. Some participants reported that artificial intelligence (AI) reduced anxiety by offering more dependable and data-driven choices; nevertheless, other participants did not observe a noteworthy decrease in anxiety levels. The might be a reflection of the diversity of decision-making processes seen in various industries as well as the degree to which AI has been incorporated into them.

Comparing these findings with existing studies reveals similar trends. Critically, conceptual model created by (Jeong, Kim and Lee, 2024) highlights the role that occupational stress plays as a mediator between the adoption of AI and physical health. Similarly, (Okhifun, 2022) mentioned that When employees hear automation and artificial intelligence, they often associate it with robotising the workplace. However, new

research indicates that when AI tools are used to handle specific office tasks and provide mental health solutions to employees, they may actually have the opposite effect, humanising the workplace and reducing stress.

Overall, the study shows that the effects of AI integration on work stress vary depending on individual, organisational, and environmental factors; they are neither always beneficial nor bad. Organisations should concentrate on customised AI implementations, sufficient training, and ongoing assessment of AI tools to make sure they fulfil employees' demands and improve their well-being to optimise AI's potential in lowering work stress.

5.5 Discussion of Research Question Four

The integration of AI in the workplace has been hypothesized to influence employee personality and attitudes. However, the survey results present a nuanced picture of the influence. The data indicates a mixed response to the idea that AI integration has increased confidence among employees in completing their job tasks. Thus, a significant amount of employees said that they have gained confidence from AI or strongly agreed they have with 37% of the employees indicating that their confidence had been increased. they also are doubtful or said no. The implies that although raising self-esteem is likely to occur through the use of AI for some people, the is not the case for others perhaps due to variations in the levels of familiarity and ease with the use of the AI tools.

Similarly, to the question about AI assistance in overcoming the emerging obstacles in employees' activity, the expertise role of AI in the changing conditions of work also meets with varied opinions. A significant number of the respondents also expressed that they know AI Almost every respondent that answered the question admitted that he or she heard about AI. That's why the segment contributing partially to the facilitated adaptability did not have a similar opinion. The dichotomy highlights the Probability of development in the dimension speaks to the AI's capability of helping in the management of new tasks and new environments but at the same time it also indicates problems that some employees can experience in the process of Americas introduction of AI changes. Similarly,(Babu et al., 2024) examined about the complex impact of AI in today's workplaces emphasizing the consequences for the labor process, organisational tasks, tasks segregation, organisational decision making and other issues socioeconomic landscape. Computerization elements like artificial intelligence, natural language processing and machine learning keep many simple and routine tasks automated so that the employees could devote their attention to the more onerous and innovative ones strategic endeavours.

As for the receptiveness to innovations and changes, one can mention that the survey results are quite contradictory here in perceptions. Some of the respondent said that most of the time integration of AI made them more receptive. Italians regarded the company as innovative, while a considerable number of the respondents did not. It also shows the possibility for variability meaning that the institutions are not always strictly adhering to the law a combination of factors relating to technology and relative changes in mentalities of the people. Similarly, (Intense Technologies Limited, 2023) also mentioned that With the power of artificial intelligence we can Engineers can anticipate and foresee the potential of a product with the help of virtual prototyping capabilities intelligence ensuring effective decision making, processes optimization, and boosting consequently creativeness of the organizations can foster environment suitable for innovation.. The combination of AI in an organization's innovation ecosystem empowers them to stay agile, make knowledgeable decisions, and release their full innovative potential.

The impact of AI on collaborative abilities also presents a mixed picture. While many employees felt that

AI improved their ability to collaborate with others, an almost equal number disagreed. Similarly, (Zhang et al., 2023) highlighted to enhance their cooperation with humans in dyadic teaming situations, AI partners should employ four communication techniques. Additionally, they observe that proactive communication between AI and humans can help people gain situation awareness and trust, while AI that doesn't engage in such proactive communication is frequently not seen as a colleague.Furthermore, the survey explored whether AI integration positively influenced employees' attitudes towards work. The responses were diverse, with a significant number of employees reporting a positive shift in their work attitudes due to AI, while others remained neutral or disagreed. Similarly, (Huang and Gursoy, 2024) suggested that employees view the incorporation of AI technology as a dual challenge: one that fosters employee well-being and increases proactive service behaviours, while another is seen negatively by employees and results in a decline in proactive service behaviours and feelings of job insecurity.

Overall, the hypothesis that AI integration significantly influences employee personality and attitudes is not strongly supported by the data. While there are positive impacts for some employees, these are not universally experienced, highlighting the need for a more nuanced understanding of how AI affects different individuals within the workplace. Similarly, (Malik et al., 2022) identify the main negative effects of AI implementation, including concerns over data privacy and security, disruptions to existing jobs due to technological advancements, and employees' emotional and mental health. Next, we have a hierarchical breakdown of the positive outcomes, which include things like enhanced overall job performance, workplace autonomy and flexibility, and innovation and creativity.

5.6 Discussion of Research Question Five

The exploration of the influence of AI integration on skill upgradation among employees reveals a multifaceted impact, with significant implications for both the workforce and organizational strategies. Other research by(Morandini et al., 2023) identified that incorporating AI. In organisations various organisational strategies are applied at the same time, therefore, the concept of applying many strategies at an organisation. First of all, irrespective of the particular selected theoretical framework, it is needed to relate it to the cross-curriculum competencies expected from the worker to eliminate the existing gaps in the labour market. Second, they can facilitate the identification of the competencies required for AI and the development of new ones, strengthening or even learning anew the existing ones for the workers of the organisation.

One of the main recommendations is that AI has effectively helped the employees to remain informed about the latest developments and advancements in their specialties of practice. The lightning speed of technological incorporation means that learning must be a lifelong process and so it is with AI that the program will be constantly trained to assimilate large tranches of high-speed transfer of information quickly enables the employees to update themselves. The finding is justified with a study, in which method Name was compared to other matching methods to establish how effectively it generates significant codes conducted by (Füller et al., 2022) who came to a conclusion that use of AI can change innovation management practice that facilitates the enhancement of efficiency of the innovation process within an organization. While the large potential of AI-based innovation management is widely apprehended by organizations, however, there is considerable ambiguity towards process config differences can be seen in the configuration preferences, regarding how organisations apply AI-based innovation management.

Similarly, (Gligorea et al., 2023) conducted the survey where it was realised that AI/ML algorithms play a central role personalizing learning experiences. It has been postulated that these technologies facilitate

the enhancement of the learning process routes, interactivity, and achievement outcomes and some research has even indicated that increased test scores. The efficiency and individualisation of the educational process are significantly enhanced by the incorporation of AI/ML into e-learning platforms.
The other is based on the formation of transferable skills due to integration with artificial intelligence. Regarding the development of their skills, employees stated that AI has enabled them to gain skills they did notrıca current occupation tasks and responsibilities as well as general to other aspects of their lives. The broader skill blurring for people who are in developmental positions, especially in the current times more and more dynamic, and the skill to be able to use acquired competencies in one or another setting becomes a great asset. The relevant finding is justified by a report of (unevoc, 2021) that mentioned that AI is applied widely connotations which extend to the entire humanity and, hence, education and training institutions that enable the life-long learners to manage themselves as well as the environment within and outside the workplace.
Another outcome is that the self-efficacy promoting the execution of tasks that demand high levels of skills because of integration of artificial intelligence is pioneered critical finding. Employees feel they are more capable and ready to confront a challenge, therefore experience and can be explained by the fact that AI offers more sophisticated means of support which, in turn, improves its subjects' technical proficiencies. The findings of one research are as follows: (Wijayati et al., 2022) also stated that there is high possibility of AI having positive effect on the employee's performance or level of work commitment. Change leadership examined to what extent it can buffer the effects of AI on employ performance / work engagement.
All in all, the assertion that AI has gone a long way in enhancing skills upgrade is a clear testimony of the impact. organizational development implications for call centers and other business organizations. From the created index of positive perceptions of AI in relation to the development of skills, it is possible to identify several valuable conclusions. The relationships in the context of its development highlight the status of the framework as a constant process of the professionals' further enhancement. Similarly, (Nyaaba Akanzire, Nyaaba and Nabang, 2023) education among participants. But as it will be seen, there was also a substantial amount of concern over GAI disrupting traditional teaching methodologies.
Therefore, the positive outcomes of the attitudes of the employees towards integration of AI in, support the rationale of the idea the latter indicate that environment at the workplace has an impact on the extent of skills developed. The is in line with, the view that more general AI proposals that learn from the studies presented in the work, to enhance learning and development. By using AI's opportunity to improve skills, can help to build a required by the company personnel competent, adaptable and confident one that will in turn drive innovation and give more to give them a competitive advantage in the constantly evolving business world out there.

5.7 Discussion of Research Question Six

The research question was as follows; The research question used sought to examine the manner in which factors including but not limited to employee productivity, Work stress has a negative impact on job, personality and organising committee alignment affects it, and skill upgradation as well has an impact on job familiarity in the sense of suitability concerning integration of Artificial Intelligence. Here, the conclusion stress that integration of AI into the occupation strongly influences its subjects' perceived job appropriateness and satisfaction in the workplace.

To begin with, it has been observed that the use of AI has received warmth in many company structures with a big ratio of the employees have stated that their roles and responsibilities have been aligned to their aptitudes. Nevertheless, the introduction of such concept as AI in the workplace has many concerns within ethical spheres. Employment consequences, privacy, algorithms' prejudice, and the accountability of AI decisions and actions are some features analyzed (Faiz and Gasmi, 2024).

In all, the correlation analysis again validates the existence of a positive and significant relationship between an AI role in enhancing the flow of the employees' productivity, work stress reduction, compatibility of the AI with the personality and working style of the HRs, enhancing skills, and overall job suitability perceived by the employees. These results support previous research that acknowledges the innovation brings about a complex effect on the different aspects of job performance and satisfaction.

Despite these positive correlations, it is essential to recognize the diversity in employee experiences and perceptions. The fact that not all organisations get the benefits of integrating AI highlights the necessity for them to take a more strategic approach to using these technologies. The justified by (Al Samman, 2024) of the theoretical concept of the link between AI and corporate culture, and identify how AI operates as a mechanism on the one hand as a product but also as a shaper of corporate culture on the other. This entails recognising and valuing individual differences, offering thorough training, and cultivating a flexible corporate culture that welcomes AI-driven transformations.

In summary, the incorporation of AI has the potential to improve job appropriateness through increased productivity, less stress, alignment with individual work styles, and skill enhancement; yet, the responses vary, suggesting that these benefits are not evenly distributed. To fully achieve AI's promise to create more appropriate and fulfilling employment positions, future research and organisational strategies should concentrate on eliminating these discrepancies. The strategy will guarantee that AI's adoption in the workplace benefits a wider spectrum of workers and is inclusive.

5.8 Discussion of Research Question Seven

The sill outcomes of the study were that work appropriateness leads to high levels of job satisfaction among the employees. Hence, according to the conclusions of the study, it is evident that workers' impressions referring to the suitability of their employment properly based on several factors, including AI integration, impacts them negatively on total job satisfaction levels.

Approaches towards valuing and appreciating employees' organizational roles are also perceived differently by workforce as is clearly indicated by the available poll statistics. A vast number of respondents also expressed dissatisfaction with the income received stressing the significance of work relevance as the major determinant in establishing worth and feelings of appreciation. Herzberg's two-factor theory popularized for acknowledging the employment elements, include identification and integration with the employee's respective aptitudes in order to encourage motivation and work. Happiness, which is one of the prerequisites for a healthy equal relation between the partners, fully corresponds to the.

Similarly, growth and promotion opportunities are other associated factors of job suitability. The study's authors came to the conclusion that while happy workers have higher levels of commitment to their employer, more intrinsic motivation, and higher productivity, dissatisfied workers are more likely to call out sick, leave their jobs, and lack enthusiasm for their work. (Onyebuchi, Obibhunun and Omah, 2019) another factor that has great worth is an impression of how AI affects the outcomes of work, that is, job performance. The means that workers who believe that their job has been enhanced by AI will rate their job satisfaction higher. The above observation is in support of the study by . (Brougham and Haar, 2018),

which suggests that work-related benefits of technological developments mean that efficiency of work enhances the level of satisfaction at place of work reducing stress. However, the responses clustered together show that AI is however not received or implemented in a similar manner by everyone, the means that organizations need to consider and develop specific AI strategies relative to the job functions of the employees tasks and personalities of people in specific positions and their tendencies at work.

Promising activities as part of training and development offered by organizations are also crucial. Contentment in the area is positively related to job satisfaction cataracting earlier findings that it is for the reason that various forms of training have been deemed as imperative tools in ensuring that an employee remains suitable in their place of work. The study by (Mampuru, Mokoena and Isabirye, 2024) The extends the aforementioned, which stated that among the academic staff: In the study, the findings made it possible to confirm that training and development programmes were significantly related to work, satisfaction, loyalty and retention.

Another factor that puts the degree of satisfaction and appreciation of one's occupation into question is the balance of work-life. Similarly (Susanto et al., 2022) also suggested that In relation with the connexion betwixt the actual work-life balance and productivity at work, it is medium by sociable and occupational satisfaction. The study also aimed to determine how much the season influences the aforementioned link. The study found a correlation between working hours and productivity as well as between job performance and productivity and work/family conflict. Another significant aspect is the moderating effect of the type of interaction between FSSB and the two variables on job performance and satisfaction.

To sum it up, it can be stated that AI integration and job satisfaction have multiple interactions and are closely connected on different levels and in various ways. While some while some workers admit that they are happier now there is AI, others disagree with that and conclude that AI has not really done anything advantages. Using AI the disparity can be due to the differences in the extent and ways of application or incorporation diverse contexts of organizations and positions.

To sum up, opportunity for work-life balance, training, incorporation of artificial intelligence, appraisals, and career enhancement are major factors influencing the overall job satisfaction have central importance in the employee's satisfaction with her/his job, and satisfaction or dissatisfaction with the job is a distinct causative factor influenced by job appropriateness. These results verify the importance of technology when utilising the structural method. There is a development and creation of employment focusing on enhancing these elements to result in an increase in job satisfaction.

CHAPTER VI:
SUMMARY, IMPLICATIONS, AND RECOMMENDATIONS

6.1 Summary

Concrete, the systematic literature review examined the effects of AI on several dimensions of the employee; the performance, stress, personality/attitude, skills, the job requisites, and employee satisfaction. This research employs a quantitative research method only and samples 504 employees working in organisations that have incorporated AI in their operations. Several surveys which serve for appraisal of the extent of acceptance towards Artificial Intelligence, as well as to the consequence of integration of AI on performance, work pressure, approach, flexibility, match to qualification and satisfaction level are instances of data acquisition. Based on the findings of the study, the accepted hypotheses are: Kavanaugh has proposed the following hypotheses in consideration of the conclusions arrived at in the study:

- **H1:** AI integration significantly impacts employee productivity.
- **H02:** AI integration does not significantly reduce employee work stress.
- **H03:** AI integration does not significantly influence employees' personality/attitude.
- **H4:** AI integration significantly influences skill upgradation among employees.
- **H5:** Employee productivity, work stress, personality/attitude, and skill upgradation significantly influence job suitability.
- **H6:** Job suitability significantly influences employee job satisfaction.

Using knowledge derived from the study it can be confirmed that AI increases the overall employee efficiency by addressing repetitive tasks, providing analysing tools and helping with decision-making processes. On the other hand, it was found that the AI does not significantly influence the employee work stress, the is a contradictory finding which might be due to the complexities of adapting to new technologies and the potential pressure to perform at a higher level with AI tools. Similar to the, the study demonstrated that the there is no significant influence of AI integration on the employees' personality traits or attitudes towards their work. After the, the findings demonstrated that the AI integration significantly contributes to skill upgradation, enabling employees to learn new competencies and enhance existing ones. The is crucial for adapting to technological advancements and maintaining relevance in the job market. In addition, the research study has considered these major variable (i.e. productivity, work stress, attitudes, and skill upgradation) as independent variables which might significantly influence the job suitability. In the manner, the study has found that Increased productivity, positive attitudes, and skill upgradation positively influence job suitability. Workers are more likely to believe that their occupations are a good fit for them if they are more talented and productive and have a positive attitude. At last, the study have measured the moderating effect of job suitability on the level of job satisfaction of the employees. The hypothesis developed in the study was that ‘job suitability influences job satisfaction’ among the employees.

Hence, the study highlighted that, while productivity, skill enhancement, and positive attitudes improve job suitability and satisfaction, stress reduction does not directly correlate with these outcomes, indicating the need for comprehensive stress management strategies. The result of the research evidently shows that AI holds a great promise in improving the productivity of the employee and building a skilled workforce. However, it also points out restrictions that AI faces regarding dealing with work stress and altering intrinsic personal characteristics. These positive relationships between productivity and skill set and work suitability and happiness highlight how important it is to make sure that individuals are assigned roles that are appropriate for their skill sets. When using AI, organisations should take a comprehensive approach that prioritises both technology breakthroughs and the mental and emotional health of their workforce.

6.2 Implications

The theoretical contributions of the study advance organisational AI research empirics by offering insights into how and where AI integration interacts with diverse aspects of employees and employment practices and contributes to the understanding of technology as a factor explaining and shaping organisational behaviour and human resource management. The establishment of AI as an enabler of increased productivity and skill development is well supported by the theoretical frameworks on the use of technology in the workplace and its effects on workplace performance. These theories are further expanded in the study owing to the fact that AI provides efficiency, new learning, continuous

improvement, and new work model – however, it does not combat work stress or change fundamental personality that is the reason that the effect of AI is more organisational than person transformational.

The inconsiderate concerning work stress and personality/attitude thus challenges some traditional assumptions that emerging technological developments unilaterally decrease workplace pressure and transform staff members' perceptions. The is a challenge that may point to the need to come up with new theories regarding stress management that would state that stress reduction when it comes to AI integration may still be accomplished using different methods rather than having to go for the technological solutions. Furthermore, the results of the study under consideration regarding job suitability convey the notion of matching the key organizational positions to the qualities of the employees, promoting theoretical development in the sphere of job satisfaction and organizational fit.

On the other hand, the study also has some managerial implications which are as follows:

- **Improving Decision-Making:** Rather than taking the role of human decision-making, managers should use AI to support it. Businesses can create more nuanced and productive outcomes by fusing human intuition with AI's data-driven insights.
- **Building Trust:** To preserve trust between staff members and clients, managers must make sure that AI decisions and processes are transparent and that the limitations and purposes of AI in operations are made obvious.
- **Employee Training**: Ongoing training courses are necessary to give staff members the ability to collaborate with AI, guaranteeing a smooth integration that boosts output.
- **Ethical Considerations:** It is suggested that ethical issues are the highest on the agenda of managers as a way to ensure AI applications are ethical to the organization's morality and do not politely disseminate immoral content prejudices or immoral behaviour.
- **Adaptability and Flexibility:** Therefore, promoting flexibility about the management of assignments indicative of a positive organisational culture adaptation because AI and human behaviour interface in a constantly changing manner and hence require rather frequent changes in the plans and procedures. Business will open up new opportunities for development of new brand images for consumers to buy and pay for them leverage AI to the fullest due to the balance while keeping the critical aspects of human elements intact that encourage learning and creativity.

6.3 Recommendation for Future Research

Based on the findings of the study, more future studies can be directed towards the various interactions between AI and human behavior in the business practices. It is crucial to find out how AI can augment the role of a manager's heuristics-based reasoning as opposed to replace it. But still a valuable line of investigation, one of them relates to the effects of AI on the workers' morale and satisfaction with their jobs. AI introduced room automation and decision-making instruments in corporate offices, and understanding how such transformation alters the notion and behaviour of those human employees effectively strengthens AI implementation on the job. It is equally important when trying to consider the ramifications of ethical issues of AI to business. The methods are about exploring how actual unbiased errors can occur un- programmatically in the applications of AI and develop the fix-averaging scenarios. Rules for wider application of AI; as well as ability to keep decision responsibility while operating based on AI-generated outcome will be instrumental in keeping clients and staff confidence.

From the methodological point of view, it is suggested to analyze the future research with the help of mixed methods to address multifaceted relations between AI and humans. Some of the company

performance indicators that could be assessed using quantitative approaches such as trials or surveys are efficiency, accuracy, and the productivity of the workers. These techniques may grant a wide-spectrum understanding of the statistical correlations between business performances and AI incorporation. Nevertheless, the same can also be applied to the use of qualitative research techniques such as focus group and interviews to further explore the differences in the managers' and subordinates' perceptions concerning the use of AI. Such approaches can uncover diverse opinions on AI's influence on organizational culture, worker obligations, and interactions. However, to assess shifting dynamics and estimate the permanently transformative effects of AI on business processes, cross-sectional research is also recommended.

Studying how AI is being employed and in what way does it affect other organizations can shed light on the particularities of a specific industry. The comparison can help in fine-tuning of AI solutions to different needs and contexts of various business climates.

In sum, future works on the quite important topic of the AI regulation could derive benefits from the proposed heuristic method concerning the human behavior in company operation are required. Crime has been investigated through researching various transformations business culture, impact on the health of the employees, issues of the ethics, and the issues of the comparison. across industries, good could be advanced by scholars that helps the implementation of AIintegration tactics. Regarding the method, a mixed approach will be required to respective research question to cover both numerical effects and qualitative processes and to provide a comprehensible assurance of thorough key PS adopting AI.

6.4 Conclusion

Therefore, based on the research findings, the following conclusions can be made regarding the effects of AI integration to work:

suitability and employee job satisfaction may be made based on the analysis of the silk establishment effect that it has in relation to various attributes of organizational existence. The results presented in the paper can be regarded as rather ambiguous.where artificial intelligence is partly vital but performs functions inappropriately for In both cases, adequate reference to artificial intelligence is made in the context of enhancing work suitability where the involvement of such a technology is imperative but less predictable different workers in different organizational environments.

First, the study focuses on how various integration of AI affects the determinations made by employees in relation to job fit. It affects how well an individual has been able to deploy their skills, working approach, and goals to the tasks. While some employees' opinion about the negative impact of AI is over job insecurity, stress resulting from the adaptation to the new technologies and the observation of increased dehumanization of workplaces, many are of the view that AI enhances the relevance of employment by automation of repetitive tasks, provision of real-time information and skill-enhancement opportunities.

Second, a strong determinant of job satisfaction is one's psychological attitude toward the impact of AI on job performance. These are the levels of satisfaction that are usually reflected by the workers who have faith in the use of AI should benefit from it in order to perform well in the workplace, hence his expressions of unease. The proves that, regarding the roles assigned to the workers, and generous advances inside the company could remain evoked by AI's capability to optimize, and improve managerial decisions, reduce the workload of employees, and speed up activities. To optimize AI's beneficial relationships with organizational outcomes such as job satisfaction are moderated by the extent to which_ai is tailored to the person. Preferences and those other requirements that are more specific to the job are useful, the is in light

of the diversity of the replies.

Furthermore, the research establishes that, regarding the integration of AI, the following are presented: 1. training and development opportunities are components that enhance the appropriateness of work and are regarded as strategic asset satisfaction. Companies that provide staff pro-grammes to help them acquire skills on how to go about their duties attitudes and training related to AI technologies usually lead to staff members' satisfaction with training and consequently higher levels of staff engagement. The finding accords with studies that show that constant learning enhances first-line managers' capabilities of skill as a motivational factor, with an emphasis on aim to increase the level of workers' retention and satisfaction with their jobs.

Another area that is affected by the integration of artificial intelligence and which is linked with job satisfaction includes the level expertise is work-life balance. Some workers regard AI as a solution that would make work-life balance better in the following ways improvement of productivity, advanced robotics, and the routine use of computers, while some fear that constant access to information and the surrounding environment intense working pressure to execute tasks in the rapidly evolving digital platforms of life may lead to a collapse of the work-life interface become more blurred. The shall require tactful AI implementations which places the welfare of employees into consideration and allow employees to be changed their shifts so that all these concerns can be addressed.

The study also focuses on the fact that growth and recognition opportunities help are central to enhancing the employee's job satisfaction during the process of AI adoption. However, it is seen that with the help of AI, there is transformation in the existing roles of jobs and responsibilities, those who understand that they are special for the organization and can promote it are seemingly happier with their jobs than those who seek a job for career progress. Businesses may everyone's apprehensions of job loss and encourage them towards innovation and retooling conveying AI's improvement as an addition rather than a substitute of human personnel capabilities.

Despite the fact that job satisfaction may increase tremendously and the job suitability enhances largely through the integration of AI, the extent of its advantages varies depending on the effective management of the implementation of AI. For AI to have an improved and positive impact on organizational performance and its employees, organizational leaders should develop a strategy that wraps technological advancement with elements that account for human life's importance. Thus, to manage the issues arising during the implementation of AI and ensure that the latter is effective and beneficial for the company's goals and its employees, there should be continuous dialogues, communication, and management adaptability.

Future researches on the dynamics of AI and relation of emerging AI technology to workers, organizations environments and job satisfaction should be endeavoured. It may also be possible for organisations to establish diverse complex, and sustainable work environments that enhance innovation and given the primacy to its employees' satisfaction and their welfare by addressing these problems and on the ethics of applying and implementing Information Technology and specifically Artificial Intelligence.

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