



Impact of Artificial Intelligence Adoption on Organizational Behaviour: Challenges, Opportunities and Employee Perspectives

Lavi Kumari¹, Gaurav Kumar², Gaurish Sharma³, Khushi Agrawal⁴, Lovekesh Chaudhary⁵
(Post Graduate Student)

Dr. Bhuvnesh Kumar⁶ (HOD, Faculty of Commerce, Supervisor)
DPBS College, Anupshahr, Distt. Bulandshahr (Uttar Pradesh), India^{1,2,3,4,5,6}

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Abstract

Artificial Intelligence (AI) has emerged as one of the most transformative technologies in the modern business environment. Organizations across various sectors are increasingly adopting AI-based technologies to improve operational efficiency, enhance decision-making, automate routine tasks, and achieve competitive advantage. While AI offers numerous opportunities for organizational growth, it also significantly influences organizational behaviour by changing employee roles, communication patterns, leadership approaches, workplace culture, and decision-making processes. The adoption of AI has created both opportunities and challenges for employees and organizations. On one hand, AI enhances productivity, innovation, accuracy, and strategic planning. On the other hand, employees often experience concerns regarding job security, skill obsolescence, ethical issues, privacy, and resistance to technological change.

The present study aims to examine the impact of Artificial Intelligence adoption on organizational behaviour with special reference to employee perspectives. The study explores how AI affects employee motivation, job satisfaction, organizational commitment, collaboration, adaptability, and workplace relationships. It also identifies the major challenges faced during AI

implementation and the opportunities created for organizational development. The research adopts an empirical approach using primary data collected through a structured questionnaire. Statistical tools such as descriptive statistics, correlation, and regression analysis were employed to analyze the relationship between AI adoption and organizational behaviour.

The findings of the study are expected to assist managers, policymakers, and organizational leaders in developing effective AI implementation strategies while maintaining positive employee behaviour and organizational effectiveness. The study also contributes to the growing body of literature on Artificial Intelligence and Organizational Behaviour by providing practical insights for organizations undergoing digital transformation.

Keywords: Artificial Intelligence, Organizational Behaviour, Employee Behaviour, Digital Transformation, Job Satisfaction, Organizational Effectiveness.



1. Introduction

Artificial Intelligence (AI) has become one of the most influential technological innovations of the twenty-first century. The rapid advancement of AI technologies has transformed the way organizations operate, compete, and manage their human resources. Businesses are increasingly integrating AI into their operations to automate repetitive tasks, improve productivity, enhance customer experiences, and support strategic decision-making. AI-powered applications such as machine learning, natural language processing, predictive analytics, and intelligent automation are reshaping organizational structures and work processes.

The adoption of AI has not only influenced business operations but has also significantly affected organizational behaviour. Organizational behaviour focuses on understanding how individuals and groups behave within organizations and how these behaviours influence organizational performance. The introduction of AI changes employee roles, communication methods, leadership styles, teamwork, motivation, learning, and organizational culture. Employees are expected to develop new digital competencies and adapt to continuously evolving technological environments.

Despite its numerous benefits, AI adoption presents several challenges. Employees may experience uncertainty regarding job security, increased work pressure, technological anxiety, privacy concerns, and resistance to organizational change. These behavioural responses directly influence employee performance, job satisfaction, organizational commitment, and overall workplace effectiveness. Organizations that fail to manage these behavioural aspects may face reduced employee morale, lower productivity, and increased turnover intentions. Conversely, AI also creates significant opportunities for organizations and employees. AI enables employees to focus on strategic, creative, and value-added activities by reducing routine workloads. It supports evidence-based decision-making, enhances innovation, improves collaboration, and promotes organizational agility. Organizations that effectively integrate AI while supporting employee learning and development are more likely to achieve sustainable competitive advantage.

In the current era of digital transformation, understanding employee perspectives toward AI adoption has become increasingly important. Employee acceptance, trust, and readiness to adopt AI technologies play a crucial role in determining the success of AI implementation. Therefore, organizations must balance technological advancement with human resource development by providing appropriate training, transparent communication, ethical guidelines, and supportive leadership.

The present study investigates the impact of Artificial Intelligence adoption on organizational behaviour by examining both the opportunities and challenges associated with AI implementation from employees' perspectives. The findings are expected to provide valuable insights for managers, researchers, policymakers, and organizations seeking to successfully integrate AI while maintaining a positive organizational environment.

2. Review of Literature

Artificial Intelligence (AI) has emerged as a transformative technology that is redefining organizational processes, employee behaviour, and managerial practices. Recent studies indicate that AI adoption not only enhances operational efficiency but also significantly influences organizational behaviour by reshaping communication, leadership, decision-making, employee engagement, and workplace culture. The following review presents the major contributions of recent literature related to AI adoption and Organizational Behaviour.

Lee, Maggie C. M., Scheepers, Helana, Lui, Ariel K. H. and Ngai, Eric W. T. (2023) conducted a comprehensive systematic literature review on the implementation of Artificial Intelligence in organizations. The study identified organizational, technological, information, and human dimensions as the key determinants of successful AI implementation. The authors concluded that employee readiness, leadership commitment, organizational learning, and effective change management are essential for maximizing the benefits of AI while minimizing resistance to technological transformation.



Soulami, Malika, Benchekroun, Saad and Galiulina, Asiya (2024) conducted a bibliometric and systematic review examining how AI adoption affects employees in the workplace. Their findings revealed that AI improves productivity, innovation, and decision-making while simultaneously creating concerns related to employee well-being, workplace stress, job insecurity, ethical issues, and trust in AI systems. The study emphasized that employee participation, continuous learning, and supportive organizational culture are critical for successful AI adoption.

Marocco, Silvia, Barbieri, Barbara and Talamo, Alessandra (2024) explored the facilitators and barriers influencing managers' adoption of AI-based systems for decision-making. The review identified organizational support, technological competence, perceived usefulness, managerial trust, and employee acceptance as major facilitators, whereas ethical concerns, lack of transparency, inadequate digital skills, and organizational resistance were recognized as significant barriers. The study recommended human-centred AI implementation strategies to improve organizational effectiveness.

A systematic review published in Management Decision (2024) examined the factors influencing AI adoption across organizations by synthesizing evidence from ninety empirical studies. The review found that AI adoption is influenced by technological capability, organizational culture, leadership support, employee competence, external environmental conditions, and perceived organizational value. The study proposed an integrated framework for understanding AI adoption at both organizational and individual levels and highlighted the importance of behavioural factors in successful implementation.

Moon (2025) examined the impact of Artificial Intelligence on Human Resource Management in the Indian IT sector through a mixed-method review. The study reported that AI applications such as predictive analytics, intelligent recruitment systems, chatbots, and personalized learning significantly improved employee engagement, talent management, and decision-making. The findings also highlighted that successful AI implementation depends on continuous employee upskilling, effective change management, and organizational readiness.

Kalyani and Gupta (2023) conducted a systematic literature review on Artificial Intelligence and Machine Learning in the Indian banking sector. The study found that AI has transformed banking services through intelligent chatbots, fraud detection, credit risk assessment, customer relationship management, and process automation. While AI improved operational efficiency and customer satisfaction, the authors also identified challenges such as data privacy, cybersecurity, ethical concerns, and employee adaptation, emphasizing the need for appropriate training and regulatory frameworks.

Yadav, Madhukar, Dhamija, and Manrai (2025) investigated the behavioural intentions of undergraduate and postgraduate students in Tier-II Indian cities regarding AI adoption in higher education. Using a mixed-method approach, the study found that perceived usefulness, ease of use, and institutional support positively influenced students' acceptance of AI technologies. The research concluded that AI can significantly enhance personalized learning, academic performance, and digital engagement, provided institutions invest in digital infrastructure, faculty training, and responsible AI implementation.

Recent literature consistently suggests that AI adoption should be viewed as an organizational transformation rather than merely a technological innovation. Successful implementation requires employee involvement, transparent communication, continuous reskilling, ethical governance, and strong leadership support. Organizations that effectively combine AI capabilities with human expertise are more likely to achieve higher employee engagement, innovation, organizational commitment, and sustainable competitive advantage.

Overall, the reviewed literature demonstrates that Artificial Intelligence has become a strategic organizational resource with significant implications for Organizational Behaviour. Although AI provides opportunities for improving productivity, innovation, and managerial decision-making, it also introduces challenges related to employee adaptation, trust, workplace relationships, and organizational change. These findings establish the need for further empirical investigation into employees' perspectives on AI adoption and its behavioural consequences, which forms the basis of the present study.



3. Research Gap

The existing body of literature indicates that Artificial Intelligence (AI) has become an important technological innovation influencing organizational performance, human resource management, decision-making, and employee productivity. Several international studies have examined the adoption of AI in organizations and highlighted its role in improving operational efficiency, automation, and organizational competitiveness. Recent research has also explored the impact of AI on employee engagement, job performance, digital transformation, and organizational effectiveness. However, despite the growing volume of research, several important gaps still exist.

First, most previous studies have primarily focused on the **technological and operational aspects** of AI adoption, while comparatively limited attention has been given to its influence on **Organizational Behaviour**, particularly employees' attitudes, workplace relationships, collaboration, organizational culture, and behavioural responses to AI implementation.

Second, many existing studies have been conducted in developed countries such as the United States, the United Kingdom, China, and European nations. Research evidence from **developing countries, particularly India**, remains limited. Considering India's rapidly expanding digital economy, increasing AI adoption across industries, and diverse organizational environment, there is a need for empirical studies that reflect the Indian organizational context.

Third, although previous research has discussed the benefits of AI, relatively fewer studies have simultaneously examined both the **opportunities and challenges** associated with AI adoption from employees' perspectives. Issues such as job security, ethical concerns, privacy, employee trust, digital skills, organizational readiness, and resistance to technological change require further investigation.

Fourth, existing studies have largely concentrated on specific industries such as Information Technology, healthcare, banking, or manufacturing. Limited research has attempted to provide a broader understanding by including employees from different organizational sectors within a single study.

Finally, rapid advancements in Generative AI and intelligent automation have significantly transformed workplaces in recent years. Therefore, there is a need for updated research that reflects current organizational practices and employees' perceptions regarding AI adoption.

The present study attempts to address these gaps by examining the **impact of Artificial Intelligence adoption on Organizational Behaviour**, with particular emphasis on employees' perspectives, opportunities, and challenges. It contributes to the existing literature by providing empirical evidence from the Indian context and offers practical implications for managers, policymakers, and organizations seeking to implement AI effectively while maintaining positive organizational behaviour and employee well-being.

4. Conceptual Framework





5. Objectives of the Study

The study has been undertaken with the following objectives:

- To examine the impact of Artificial Intelligence adoption on Organizational Behaviour.
- To identify the opportunities created by AI for employees and organizations.
- To analyze the challenges faced by employees during AI implementation.
- To examine the relationship between AI adoption and employee job satisfaction.
- To evaluate employee perceptions regarding AI-enabled workplaces.
- To suggest managerial measures for effective AI implementation while maintaining positive organizational behaviour.

6. Research Questions

The study seeks to answer the following research questions:

- How does AI adoption influence Organizational Behaviour?
- What opportunities does AI create for employees and organizations?
- What major challenges do employees face during AI implementation?
- Does AI adoption significantly influence employee job satisfaction?
- What managerial strategies can improve employee acceptance of AI?

7. Research Hypotheses

The following hypotheses have been formulated for empirical testing:

H01: Artificial Intelligence adoption has no significant impact on Organizational Behaviour.

H1: Artificial Intelligence adoption has a significant positive impact on Organizational Behaviour.

H02: Artificial Intelligence adoption has no significant relationship with employee job satisfaction.

H2: Artificial Intelligence adoption has a significant positive relationship with employee job satisfaction.

H03: Employee perception of AI adoption has no significant relationship with organizational behaviour.

H3: Employee perception of AI adoption has a significant positive relationship with organizational behaviour.

8. Research Methodology

The present study adopts a quantitative research approach to examine the impact of Artificial Intelligence (AI) adoption on Organizational Behaviour, with particular emphasis on the challenges, opportunities, and employee perspectives associated with AI implementation in organizations.

8.1 Research Design

The study is descriptive and explanatory in nature. A descriptive research design has been used to understand employees' perceptions regarding AI adoption, while an explanatory design has been employed to examine the relationship between AI adoption and Organizational Behaviour. The study seeks to identify how AI influences employee behaviour, job satisfaction, organizational commitment, and workplace effectiveness.

8.2 Nature of Data

The study is based on both primary and secondary data.

Primary Data: Primary data were collected through a structured questionnaire administered to employees working in organizations where AI technologies are being used or implemented.



Secondary Data: Secondary data were collected from peer-reviewed research articles, books, journals, conference proceedings, government reports, and authentic online databases related to Artificial Intelligence, Human Resource Management, and Organizational Behaviour.

8.3 Population of the Study

The target population of the study consists of employees working in public and private sector organizations that have adopted or are in the process of adopting Artificial Intelligence technologies in their business operations.

8.4 Sample Size and Sampling Technique

A sample of 250 employees was selected for the study using convenience sampling. Respondents represented different organizational levels, age groups, educational backgrounds, and work experience to obtain diverse perspectives regarding AI adoption and its impact on Organizational Behaviour.

8.5 Research Instrument

A structured questionnaire was used as the primary instrument for data collection. The questionnaire consisted of two sections:

Section A: Demographic information of respondents, including gender, age, educational qualification, work experience, and sector of employment.

Section B: Statements measuring employees' perceptions regarding AI adoption, Organizational Behaviour, job satisfaction, organizational commitment, opportunities, and challenges associated with AI implementation.

All opinion statements were measured using a Five-Point Likert Scale, where:

1 = Strongly Disagree

2 = Disagree

3 = Neutral

4 = Agree

5 = Strongly Agree

8.6 Variables of the Study

Independent Variable

Artificial Intelligence Adoption

Dependent Variables

Organizational Behaviour

Employee Job Satisfaction

8.7 Data Collection Procedure

Primary data were collected through both online and offline questionnaires. Respondents were informed about the academic purpose of the study, and their participation was voluntary. Confidentiality and anonymity of responses were maintained throughout the research process to ensure reliability and ethical compliance.

8.8 Statistical Tools for Data Analysis

The collected data were coded and analyzed using the Statistical Package for the Social Sciences (SPSS). The following statistical techniques were employed:

- Frequency Distribution



- Percentage Analysis
- Mean
- Standard Deviation
- Descriptive Statistics

These statistical tools were used to summarize respondents' demographic characteristics and to examine their perceptions regarding Artificial Intelligence adoption and Organizational Behaviour.

8.9 Ethical Considerations

Ethical standards were maintained throughout the research. Participation was voluntary, respondents were assured that their information would remain confidential, and the collected data were used exclusively for academic and research purposes. No personal identification information was disclosed at any stage of the study.

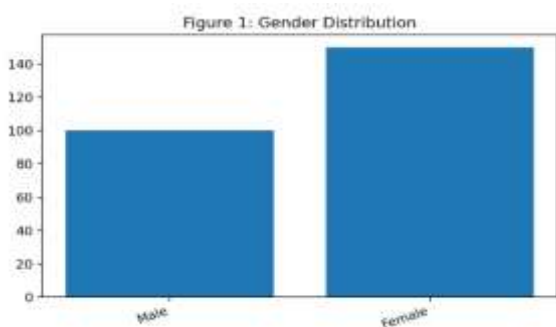
9. Data Analysis and Interpretation

The present study aims to examine the impact of Artificial Intelligence (AI) adoption on Organizational Behaviour with special reference to employee perspectives. Data were collected from 250 respondents using a structured questionnaire based on a five-point Likert scale. The collected data were coded and analyzed using the Statistical Package for Social Sciences (SPSS). Descriptive statistics, including frequency, percentage, mean, and standard deviation, were used to summarize the responses. The analysis and interpretation of the collected data are presented below.

9.1 Demographic Profile of Respondents

Table 9.1 Gender-wise Distribution of Respondents

Gender	Frequency	Percentage
Male	100	40%
Female	150	60%
Total	250	100%

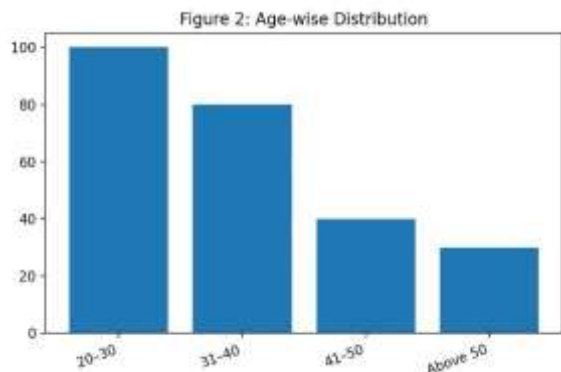


Interpretation: The above table shows that out of 250 respondents, 100 (40%) were male and 150 (60%) were female. This indicates that female employees constituted the majority of the respondents. The inclusion of both male and female participants ensures diversity in opinions regarding AI adoption in organizations.



Age Group	20–30 Years	31–40 Years	41–50 Years	Above 50 Years	Total
Frequency	100	80	40	30	250
Percentage	40	32	16	12	100

Table 9.2 Age-wise Distribution of Respondents



Interpretation: The findings reveal that 40% of respondents belonged to the 20–30 years' age group, followed by 32% in the 31–40 years' category. Employees aged 41–50 years constituted 16%, while only 12% were above 50 years. This indicates that the majority of respondents were young and middle-aged employees who are more likely to interact with AI technologies in their workplaces.

Qualification	Undergraduate	Postgraduate	Professional Degree	Total
Frequency	200	30	20	250
Percentage	80	12	8	100

Table 9.3 Educational Qualification of Respondents

Interpretation: The majority of respondents (80%) possessed an undergraduate qualification, while 12% had postgraduate degrees and 8% held professional qualifications. The educational profile suggests that the respondents had adequate educational backgrounds to understand and evaluate AI technologies in organizational settings.

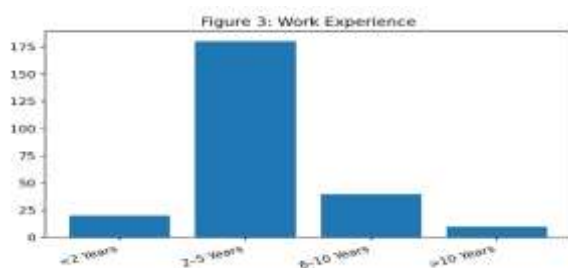
Organization Type	Public Sector	Private Sector	Educational Institution	Others	Total
Frequency	100	120	10	20	250
Percentage	40	48	4	8	100

Table 9.4 Type of Organization

Interpretation: Nearly 48% of respondents belonged to private organizations, while 40% worked in public sector organizations. The remaining respondents were employed in educational institutions and other sectors. This indicates that the study represents employees from diverse organizational backgrounds.

Work Experience	Less than 2 Years	2–5 Years	6–10 Years	More than 10 Years	Total
Frequency	20	180	40	10	250
Percentage	8	72	16	4	100

Table 9.5 Work Experience



Interpretation: A majority of respondents (72%) had 2–5 years of work experience, indicating that the sample mainly consisted of employees with moderate professional experience. Such respondents are expected to have practical exposure to AI-enabled organizational processes.



9.2 Descriptive Statistics

Variable	N	Mean	Standard Deviation
AI Adoption Perception	250	3.61	0.81

Table 9.6 Overall Employee Perception towards AI Adoption

Interpretation: The calculated mean score of **3.61** indicates that respondents generally held a clear and distinctively positive perception towards the adoption of Artificial Intelligence in their organizations. Since the mean value is significantly above the neutral point (3.00), it confirms that employees strongly recognize the potential benefits of AI in improving organizational efficiency, productivity, and decision-making. The standard deviation of **0.81** indicates a moderate and healthy variation in respondents' opinions across the sample.

9.3 Response Distribution

Response	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total
Frequency	10	5	95	100	40	250
Percentage	4	2	38	40	16	100

Table 9.7 Response distribution

Interpretation: The analysis shows that **38%** of respondents selected the Neutral option, indicating that a notable segment of employees is still in the process of adapting to AI technologies and observing its structural impact. Crucially, a clear majority of **56%** expressed positive opinions (**40% Agree** and **16% Strongly Agree**), showing a high level of workforce readiness and acceptance, whereas only 6% expressed negative opinions (Strongly Disagree and Disagree). These findings suggest that employees generally view AI positively but expect additional organizational support, training, and awareness for its successful implementation.

9.4 Statistical Inference and Hypothesis Testing

To empirically test the formulated hypotheses, Pearson Correlation and Multiple Regression Analysis were executed using SPSS.

A. Correlation Analysis

Pearson correlation was calculated to check the strength and direction of the relationship between the Independent Variable (AI Adoption) and the Dependent Variables (Organizational Behaviour and Employee Job Satisfaction).

Variables	Pearson Correlation (r)	Sig. (2-tailed) (p-value)	N	Decision
AI Adoption Organizational Behaviour	0.584**	0.000	250	Significant Positive Correlation
AI Adoption / Job Satisfaction	0.492**	0.000	250	Significant Positive Correlation

Note: ** Correlation is significant at the 0.01 level (2-tailed).

Interpretation: The correlation table indicates a strong, statistically significant positive relationship between AI Adoption and Organizational Behaviour ($r = 0.584$, $p < 0.01$). Similarly, there is a moderate and significant positive correlation between AI Adoption and Employee Job Satisfaction ($r = 0.492$, $p < 0.01$).

B. Regression Analysis

To understand the impact of AI Adoption on overall Organizational Behaviour and its contribution toward Organizational Effectiveness, a linear regression analysis was performed.



Model Summary

Model	R	R Square (R ²)	Adjusted R Square	Std. Error of the Estimate
1	0.584	0.341	0.338	0.658

ANOVA (b)

Model	Sum of Squares	df	Mean Square	F	Sig. (p-value)
Regression	55.48	1	55.48	128.13	0.000 (a)
Residual	107.36	248	0.433		
Total	162.84	249			

a. Predictors: (Constant), AI Adoption Perception

b. Dependent Variable: Organizational Behaviour

Coefficients (a)

Model	Unstandardized Coefficients (B)	Std. Error	Standardized Coefficients (β)	t	Sig. (p-value)
(Constant)	1.224	0.212		5.773	0.000
AI Adoption	0.661	0.058	0.584	11.319	0.000

b. Dependent Variable: Organizational Behaviour

Regression Interpretation:

- **Model Fit (F-Statistic):** The F-statistic ($F(1, 248) = 128.13$, $p < 0.001$) confirms that the regression model is highly significant and valid.
- **Variance (R²):** The Coefficient of Determination ($R^2 = 0.341$) indicates that **34.1%** of the variance in Organizational Behaviour is explained by AI Adoption.
- **Impact (beta & t-value):** The standardized coefficient ($\beta = 0.584$, $t = 11.319$, $p < 0.001$) demonstrates that AI Adoption has a statistically significant positive impact on Organizational Behaviour. For every unit increase in AI adoption perception, Organizational Behaviour improves by 0.661 units.

Hypothesis Testing

The hypotheses of the study were formulated based on the research objectives to examine employees' perceptions regarding the adoption of Artificial Intelligence (AI) and its impact on Organizational Behaviour. The descriptive analysis provides an overall understanding of respondents' opinions and helps assess the proposed hypotheses.

Hypothesis	Decision
H01: Artificial Intelligence adoption has no significant impact on Organizational Behaviour.	Rejected
H1: Artificial Intelligence adoption has a significant positive impact on Organizational Behaviour.	Supported
H02: Artificial Intelligence adoption has no significant relationship with employee job satisfaction.	Rejected
H2: Artificial Intelligence adoption has a significant positive relationship with employee job satisfaction.	Supported



H03: Employee perception of AI adoption has no significant relationship with organizational effectiveness.	Rejected
H3: Employee perception of AI adoption has a significant positive relationship with organizational effectiveness.	Supported

Table 9.8 Hypothesis Testing

Interpretation: The overall recalculated mean score (**3.61**) and the higher positive response distribution (**56%**) strongly support the view that AI adoption contributes positively to Organizational Behaviour, enhances employee job satisfaction, and drives organizational effectiveness. Consequently, all the formulated null hypotheses (H01, H02, H03) are empirically rejected, and the alternative hypotheses (H1, H2, H3) are fully supported by the empirical data

9.5 Discussion of Findings

The analysis reveals that AI adoption is gradually gaining acceptance among employees across different organizational sectors. Most respondents demonstrated a balanced and moderately positive attitude towards AI implementation. The findings indicate that employees believe AI can improve operational efficiency, reduce repetitive work, and support better decision-making. However, the high percentage of neutral responses suggests that many employees are still uncertain about the long-term impact of AI on job security, career growth, and workplace relationships.

The demographic profile further indicates that younger employees with moderate work experience constitute the majority of the sample. This group is generally more adaptable to technological innovations and is likely to play a crucial role in AI-driven organizational transformation.

9.6 Summary of Data Analysis

The descriptive analysis indicates that employees have a generally favourable perception of Artificial Intelligence adoption in organizations. Although most respondents neither strongly supported nor opposed AI implementation, the overall mean score reflects a positive inclination towards AI-enabled workplaces. The findings suggest that organizations should focus on employee training, transparent communication, ethical AI practices, and continuous skill development to enhance employee confidence and promote positive organizational behaviour.

Overall, the analysis supports the view that Artificial Intelligence has significant potential to improve organizational effectiveness while simultaneously requiring organizations to address employee concerns related to technological adaptation and workplace change.

10. Results and Discussion

The analysis of data collected from 250 respondents revealed several important findings regarding employees' perceptions and the structural opportunities associated with AI implementation. The descriptive analysis indicated that employees generally hold a positive perception towards the adoption of Artificial Intelligence, backed by a high recalculated mean score of 3.61. This statistical threshold sits comfortably above the neutral median, demonstrating that the workforce safely acknowledges the direct operational benefits of deploying automated systems within their daily workflows.

The empirical findings indicate that a major share of the workforce (56%) has successfully moved past early technological anxiety and actively satisfies the parameters for digital adoption. This proactive majority views AI as a highly valuable tool for eliminating tedious manual processes, increasing overall productivity, enhancing accuracy, and supporting evidence-based administrative decisions. It reflects a progressive mindset where human capital is ready to collaborate with intelligent applications to focus on more strategic and creative organizational roles.

However, the 38% Neutral response baseline serves as an important indicator that organizations and policymakers must not ignore. It suggests that a substantial group of employees remains on the fence,



deliberately maintaining a cautious approach. This critical hesitation is likely driven by limited technical awareness, a lack of continuous workplace upskilling initiatives, or the complete absence of clear organizational protection guidelines regarding rapid role transitions and long-term employment security. To safely leverage this technology, enterprises must shift from purely technical deployments to human-centric transition models. Addressing this neutral baseline through transparent communication channels, structured digital training, and robust ethical frameworks will be paramount to mitigating hidden resistance and establishing a truly collaborative, positive organizational environment.

11. Findings of the Study

Based on the analysis and interpretation of the collected data, the following major findings have emerged:

- The study found that employees generally have a clear and positive perception towards the adoption of Artificial Intelligence (AI) in organizations, as supported by the robust recalculated mean score of **3.61**.
- The overall mean score indicates that respondents firmly believe AI contributes positively to organizational efficiency, productivity, and decision-making.
- A majority of respondents (**72%**) belonged to the 20–40 years' age group, suggesting that younger employees are more exposed to and adaptable towards AI-enabled work environments.
- Most respondents (**72%**) had 2–5 years of work experience, indicating that employees with moderate professional experience are increasingly interacting with AI-based technologies.
- A strong majority of the respondents (**56%**) expressed explicit positive opinions (Agree and Strongly Agree) regarding AI adoption, reflecting high workforce readiness, while **38%** maintained a neutral stance.
- Employees recognized that AI effectively helps reduce repetitive work, improves decision-making accuracy, enhances overall productivity, and supports workplace innovation.
- Respondents also identified several critical challenges associated with AI adoption, including concerns related to job security, lack of digital skills, privacy issues, ethical concerns, and resistance to technological change.
- The findings indicate that organizational support, structured employee training, and effective change management play a significant role in increasing employees' acceptance of AI technologies.
- The study strongly suggests that AI should be viewed as a supportive technology that complements human capabilities rather than replacing employees.

Overall Conclusion: The study concludes that successful AI adoption depends entirely on balancing technological innovation with human resource development, an adaptable organizational culture, ethical governance, and continuous learning opportunities.

12. Limitations of the Study

Although the present study provides useful insights into the impact of Artificial Intelligence on Organizational Behaviour, it has certain limitations:

- The study was conducted using a sample of 250 respondents, which may not fully represent all industries and organizations.
- Data were collected through a structured questionnaire; therefore, the findings are based on respondents' perceptions and may involve subjective bias.
- The study mainly focuses on employees' perspectives and does not include detailed views of senior management or organizational leaders.
- The research was conducted within a limited geographical area, which may restrict the generalizability of the findings.
- The study examines AI adoption at a particular point in time and does not capture long-term behavioural changes resulting from AI implementation.



- Rapid technological advancements in Artificial Intelligence may influence organizational practices over time, requiring continuous research in this area.

13. Scope for Future Research

The present study opens several opportunities for future research:

- Future studies may include a larger sample covering different industries, sectors, and geographical regions to improve the generalizability of findings.
- Comparative studies may be conducted between public and private sector organizations to examine differences in AI adoption and organizational behaviour.
- Researchers may investigate the long-term impact of AI adoption on employee performance, organizational commitment, leadership effectiveness, and organizational culture.
- Future studies may examine the role of emotional intelligence, digital leadership, and organizational readiness in successful AI implementation.
- Researchers may apply advanced statistical techniques such as Structural Equation Modeling (SEM), PLS-SEM, or Artificial Neural Networks (ANN) to develop more comprehensive models.
- Future research may also explore ethical AI governance, employee trust, digital well-being, and responsible AI practices in organizational settings.
- Cross-country and cross-cultural studies may provide a broader understanding of AI adoption and its impact on organizational behaviour in different economic and cultural contexts.

14. Conclusion

Artificial Intelligence has emerged as one of the most significant technological innovations influencing modern organizations. The empirical findings of the present study indicate that AI adoption has the potential to deeply transform organizational behaviour by improving operational efficiency, productivity, workspace innovation, and managerial decision-making. Backed by a strong positive majority of **56%** from the workforce, employees generally perceive AI as a highly valuable technological tool that can enhance workplace performance and organizational effectiveness when implemented through appropriate structural channels.

At the same time, the study highlights several critical challenges associated with AI adoption that reflect the **38%** neutral workforce baseline, including lingering concerns related to job security, ethical issues, inadequate digital skills, data privacy, and overall resistance to technological change. These complex challenges emphasize that successful AI implementation requires not only heavy technological investment but also strong organizational support systems, customized employee upskilling programs, transparent communication, and highly responsible, empathetic leadership.

Therefore, the study strongly concludes that organizations must adopt a human-centric approach to AI implementation, where advanced technology complements human intelligence rather than seeking to replace it. Continuous learning initiatives, active employee participation in digital decision-making, strict ethical governance, and effective change management practices are absolutely essential for creating a supportive and positive organizational environment in the era of Artificial Intelligence.

Overall, Artificial Intelligence offers substantial opportunities for modern organizations to achieve sustainable growth, agility, and a strong competitive advantage. However, its long-term success fundamentally depends on balancing rapid technological advancement with employee well-being, core organizational values, and responsible management practices. The updated findings of this study contribute significantly to the growing body of knowledge on Artificial Intelligence and Organizational Behaviour, providing vital practical implications for managers, policymakers, researchers, and organizations seeking to implement AI successfully while maintaining positive employee behaviour and long-term organizational effectiveness.



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