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THE IMPACT OF AI IMPLEMENTATION ON EMPLOYEES' ATTITUDES, BEHAVIORS, AND PSYCHOLOGICAL STATES

Abstract: In modern business conditions characterized by constant change and a high level of competitiveness, organizations are moving towards the necessity of implementing artificial intelligence (AI), which represents the key factor of transformation in traditional business models in order to improve efficiency and to retain and strengthen their competitive market position. The research subject of this paper is to examine the effects of AI implementation on employees' attitudes, behaviors, and psychological state. The primary aim of this paper is to identify theoretical frameworks, underpinning empirical studies in this field, as well as variables and relations between them, as key empirical results. For this purpose, a review of theoretical and empirical studies was conducted, examining the effect of AI on employees' attitudes (job satisfaction, job security, turnover intention and employee engagement), behavior (employee performance) and psychological state (job stress and burnout). Results of completed review of available literature indicate that the implementation of AI in organizations has a significant influence on attitudes, behavior and psychological state of employees, primarily through positive effects on engagement, work-life balance, creativity, innovation, and career development. However, its impact on job stress and burnout is indirect and mediated by work-related factors such as job security, workload, and task design. Consequently, AI may reduce stress when it enhances efficiency and facilitates tasks, but it may also increase stress if it intensifies expectations or job complexity. Overall, the psychological effects of AI depend largely on how it is implemented and managed within the organization. According to these findings, the authors have planned that in the next research phase, they will develop a conceptual framework, which will unite identified variables and their relations, with a focus on the realization of empirical analysis on a certain sample in Serbia, as a way of researching concrete effects of artificial intelligence implementation on the domestic business environment. The limitations of this paper are a relatively small number of existing research studies regarding this topic (especially within the context of Serbia), as well as the lack of empirical research that simultaneously encompasses all relevant variables.

Keywords: AI, employee attitudes, psychological state, employee behavior, Serbia

INTRODUCTION

Artificial intelligence (AI) has evolved into a central element of contemporary business operations, transitioning from a prospective concept to an established organizational reality. Rapid digital transformation, driven by the accelerated development of advanced technologies, has significantly reshaped organizational functioning and decision-making processes As Kraus et al. (2022) highlight, digital transformation is no longer simply a technological option but a critical requirement for organizations seeking to adapt to the growing demands and expectations of a globalized market. In such conditions, organizations are required to continuously adapt in order to remain competitive, while AI increasingly takes a central role in enabling efficiency through automation of routine tasks and advanced data analysis.

Organizations today function as interconnected systems, combining human skills and technological tools. Despite technological advancements, employees continue to represent the primary source of organizational value creation and a key determinant of sustainable competitive advantage. However, the implementation of AI introduces substantial changes in the way employees perform their tasks, interact with technology, and perceive their roles within the organization. The effects of AI implementation largely depend on employees' perceptions of this technology. While some employees recognize AI as a tool that facilitates work and enhances performance, others may perceive it as a threat, leading to resistance, fear, or reduced motivation. Understanding these perceptions is crucial, as they influence attitudes, behaviors, and well-being. Consequently, organizations must align technological progress with the protection of employee well-being.

Although there has been a growing number of studies examining the impact of AI on employees, the existing literature still lacks comprehensive empirical research that simultaneously analyzes multiple individual outcomes in the context of AI implementation. This gap is particularly evident in the Serbian business environment, where empirical evidence remains limited and the mechanisms through which organizational factors, such as job security, workload, and job design—shape these relationships are insufficiently explored. Accordingly, the research problem of this paper lies in the need for a comprehensive analysis of the effects of AI implementation on individual employee outcomes within organizations.

This study examines AI's influence on employees' attitudes (job satisfaction, job security, turnover intention, and engagement), behaviors (performance), and psychological states (stress and burnout). The objective is to identify key theoretical frameworks, variables, and relationships highlighted in previous research. In addition, prior studies often investigate these factors in isolation, which constrains a holistic view of how AI impacts employees. The following research questions guide the study: (1) which theoretical frameworks are most commonly used in studying AI's impact on employees; (2) how AI affects employees' attitudes; (3) how AI implementation influences work behavior and performance; and (4) how AI impacts psychological functioning. The paper is structured in three sections: the first outlines the theoretical background and key AI concepts; the second presents the methodology, summarizing the literature review approach; and the third combines results and discussion, interpreting findings and highlighting their implications.

1. THEORETICAL BACKGROUND

Artificial intelligence (AI) is primarily perceived as a technological innovation; however, its adoption significantly affects employees' psychological functioning and organizational dynamics. This chapter aims to systematize existing theoretical knowledge on AI, discussing its conceptual definition, historical evolution, and its dual role as both a technological and psychological phenomenon within organizations. AI was formally introduced by John McCarthy in 1955 during the preparations for the Dartmouth Summer Research Project, where it was defined as "the science and engineering of making intelligent machines" (McCarthy et al., 1955). While the formal conceptualization dates to the 1950s, the idea of machines capable of thinking emerged much earlier, reflecting humanity's long-standing curiosity about artificial cognition.

The Dartmouth project represented a turning point that transformed AI from an abstract idea into a scientific reality (McCorduck et al., 1977). Foundational contributions include Alan Turing's Turing Test, which evaluates a machine's ability to demonstrate intelligent behavior comparable to humans, and Claude Shannon's demonstration of how logical operations could be implemented in digital systems (Hajdarović, 2024). Advances in neural networks and deep learning have accelerated AI development, enabling systems to learn from data, recognize patterns, and improve performance over time (LeCun, Bengio & Hinton, 2015). Kaplan and Haenlein (2019) define AI as the ability of a technological system to gather information from its environment, interpret it, and derive actionable insights that support goal achievement while adapting to changes in the surrounding context. Practical milestones, such as IBM's Deep Blue defeating the world chess champion, illustrate AI's potential for solving highly complex problems.

The historical trajectory of AI alternates between periods of rapid progress, often called "AI springs," and periods of stagnation, or "AI winters," which occurred due to limited computational resources, high costs, and unrealistic expectations (Moloi & Marwala, 2021; Galanos, 2023). The evolution of AI is intertwined with advances in computing and the growth of the internet, as progress in one field often stimulated breakthroughs in another. Despite remarkable technological progress, contemporary AI adoption raises challenges related to ethics, transparency, and employee acceptance.

In organizational contexts, AI has transformed structures, decision-making processes, team organization, and overall efficiency (Wisskirchen et al., 2017). It represents an interdisciplinary field, integrating knowledge from computer science, mathematics, psychology, and philosophy. Modern applications include automation of routine tasks, advanced data analysis, flexible work arrangements such as the gig economy, and autonomous systems. More specifically, AI can

be applied through deep learning, where machines continuously learn from data and adjust based on errors; robotization, where production robots take over tasks previously performed by humans with higher precision and lower costs; dematerialization, which automates the collection and processing of information, reducing reliance on traditional administrative work; gig economy platforms, enabling flexible, short-term task engagement and collaboration with multiple clients; and autonomous driving, where sensor-equipped vehicles independently navigate and directly impact professions dependent on transportation. These applications demonstrate AI's dual role as both an organizational resource and a potential job demand.

The dual nature of AI is particularly evident in its impact on employees. When implemented positively, AI reduces workload, automates routine tasks, and allows employees to focus on creative and complex assignments, enhancing engagement and performance. Conversely, when perceived as intrusive or burdensome, AI can increase stress, workload, and pressure, potentially lowering self-confidence and contributing to burnout. Accordingly, employees may respond defensively when AI is perceived as a threat, or proactively when it is seen as a supportive resource.

Table 1: Positive and Negative Impacts of Artificial Intelligence

Positive Effects of AI	Negative Effects of AI
Creation of new jobs related to AI and digital technologies	Job loss due to automated tasks (tasks being taken over by AI)
Opportunities for further education, skill development, and upskilling,	Reduced demand for certain skills
Reduction of manual work through automation	Higherdependency on technology
Higher salaries for highly skilled employees	Lower salaries for low-skilled employees (increasing social inequality)
Decrease in physical workload	Ethically questionable use of AI systems

Source: Authors adapted from Păvăloaia & Necula (2023)

Conservation of Resources (COR) theory explains that individuals are motivated to protect existing resources and acquire new ones, with resource losses having a greater psychological impact than equivalent gains (Halbesleben et al., 2014; Hobfoll et al., 2018). From this perspective, AI can act as a resource that supports skill development and goal attainment, or as a stressor that challenges employees' adaptive capacities.

From a Resource-Based View (RBV), organizations consist of valuable resources that, when rare, difficult to imitate, and non-substitutable, can generate sustained competitive advantage (Barney, 1991; Lubis, 2022). AI meets these criteria by facilitating process improvements, automating complex tasks, and supporting decision-making in ways that competitors cannot easily replicate. By integrating AI technologies into organizational workflows, companies can enhance efficiency, improve strategic decision-making, and maintain a competitive edge, while simultaneously influencing employee well-being. From this perspective, AI strengthens organizational capacities while also shaping employee performance, a key factor in sustaining competitive advantage.

In conclusion, AI's dual character as both a potential resource and a job demand underscores its significance in contemporary organizations. Its deployment directly shapes employees' attitudes, behaviors, and psychological states, affecting engagement, performance, and overall well-being. This expanded theoretical framework, enriched by historical, technological, and psychological perspectives as well as the practical applications of deep learning, robotization, dematerialization, gig economy engagement, and autonomous driving, provides a robust foundation for empirical investigations into AI's impact on individual employee outcomes and highlights the necessity of aligning technological innovation with human-centered organizational practices.

2. METHODOLOGY

The empirical insights presented in this paper are based on a literature review of recent studies examining the effects of artificial intelligence (AI) on employee attitudes, behaviors, and psychological states. In selecting relevant studies, particular attention was paid to research addressing key constructs such as employee attitudes—defined as psychological tendencies reflected in the evaluation of various aspects of work, positively or negatively, shaping how employees think, feel, and respond in the workplace (Eagly & Chaiken, 1993; Robbins & Judge, 2019)—and employee behaviors, encompassing all actions, procedures, and reactions directed toward task performance, colleagues, or the organization (Robbins & Judge, 2019).

Additionally, studies were chosen for their examination of specific outcomes frequently highlighted in the literature, including job satisfaction, job security, turnover intentions, and employee engagement (Tett & Meyer, 1993; Robbins & Judge, 2019). Academic databases were searched using keywords such as "artificial intelligence," "employee engagement," "job satisfaction," "job performance," "burnout," and "work stress." Studies were selected based on their relevance, methodological rigor, and contribution to understanding AI's impact on employees across various industries

and geographic contexts. The review focuses on synthesizing key findings, highlighting consistent patterns, and identifying potential gaps in current research.

3. RESULTS AND DISCUSSION

Job satisfaction, defined as a positive emotional state resulting from the evaluation of one's experiences at work (Locke, 1969, as cited in Thangaswamy & Thiyagaraj, 2017), together with engagement and job security, represents key indicators of how AI affects employees. The literature shows that AI implementation can have both positive and negative effects: while AI contributes to higher job satisfaction, engagement, and productivity through automation and better work–life balance (AlSulimani, Qazi & Senathirajah, 2025; Judijanto et al., 2025; Gayathiri & Prabu, 2025), it can also increase stress, job insecurity, and burnout among employees (Ali, Hussain, Hassan & Anwer, 2024; Hassan et al., 2024).

The impact of AI on employees' turnover intentions is similarly mixed: perceived organizational support and engagement mediate the relationship between AI exposure and employees' decisions to stay or leave, whereas insecurity and anxiety can increase tendencies toward "quiet quitting" and turnover intentions (Haritha & Lohani, 2024; Salama et al., 2025; Erdogan et al., 2025; Zulifiqar et al., 2025). Employee engagement is confirmed as a crucial factor for retention and job performance, with autonomy, work–life balance, digital leadership, and job satisfaction further strengthening engagement (Bošković, 2021; Sadiqin & Hwihanus, 2025).

Employee performance, a multidimensional construct encompassing productivity, efficiency, and contributions to organizational outcomes (Musa et al., 2025), is also affected by AI. Empirical studies consistently indicate that AI adoption enhances performance, often mediated by engagement and job satisfaction. Prentice, Wong & Lin (2023) found that AI in service sectors improves work engagement, which subsequently enhances task performance and perceived job security. Džafic (2024) highlighted that technological awareness, innovativeness, and emotional intelligence positively influence performance, while perceived risk limits AI adoption and generates resistance. Kardini (2024) and Usman, Suryadi & Sari (2025) confirmed that AI implementation positively affects performance, with job satisfaction and perceived job security acting as mediators, although engagement does not always serve as a mediating factor.

However, AI's impact on employees' psychological states is complex. Job stress, burnout, and well-being are significantly influenced by AI, especially when it is perceived as threatening or overwhelming. Work stress emerges from demanding tasks, poor organizational conditions, and inadequate work environments, reducing commitment and promoting employee detachment (Lee & Shin, 2010; Dilekçi, Kaya & Çiçek, 2025). Kim & Lee (2024) found that AI adoption indirectly increases burnout through heightened job stress, a finding mirrored by Jin, Jiang & Liao (2024), who reported that awareness of smart technologies (STARA: Smart Technology, AI, Robotics, and Algorithms) negatively impacts emotional well-being via stress.

The literature also highlights AI's dual effects on well-being. Berber, Gašić & Vučenović (2025) observed that AI can enhance overall well-being, particularly for highly educated and managerial employees who benefit from greater control over technology. Conversely, Figueroa & Garcia (2025) demonstrated that AI-induced technostress mediates its effect on burnout, while Zhang, Guo, Yuan & Ji (2025) showed that technostress can either hinder or foster innovative behavior, depending on whether it is perceived as a barrier or a challenge. Fan et al. (2026) further emphasized that training and technical competence are essential to mitigate technostress and promote employee well-being.

In sum, AI exerts multidimensional effects on employees. It can enhance engagement, job satisfaction, performance, and retention when supported by adequate organizational resources and strategies. At the same time, it can elevate stress, burnout, and turnover intentions if introduced without sufficient support, training, or clear communication. These findings underscore the necessity for organizations to implement AI thoughtfully, ensuring that technological adoption is accompanied by proactive measures to maintain employee well-being, engagement, and sustainable performance.

CONCLUSION

Based on the review of theoretical and empirical research, it is evident that the implementation of artificial intelligence (AI) within organizations has multifaceted and complex effects on employees' attitudes, behaviors, and psychological states. When applied appropriately reducing employees' workload on routine tasks and providing support AI can foster positive outcomes, including higher job satisfaction, engagement, and performance. At the same time, AI's impact on stress, job security, and turnover intentions is ambivalent, largely depending on how the technology is implemented and perceived by employees.

The theoretical contribution of this study lies in the systematic review and synthesis of relevant research on AI's impact on key employee attitudes and their connection to behavior and performance. Organizations are required to act responsibly and thoughtfully when integrating AI into their business models. Technological infrastructure alone is insufficient; organizations must also provide employee training, transparent communication, continuous support, and preparation for change. These measures act preventively, mitigating potential negative outcomes such as job insecurity, stress, and burnout. Properly leveraged, AI should empower employees, supporting both their professional and personal development, rather than serving as a source of pressure, uncertainty, or resistance.

This study is limited by the relatively small number of empirical investigations on this topic, particularly in the context of Serbia, and by the lack of research simultaneously addressing all relevant variables. Accordingly, the authors' future research will focus on developing a conceptual framework and conducting an empirical analysis on an appropriate sample in Serbia, which will provide a more precise understanding of AI's impact within the domestic business environment. The planned methodology involves distributing questionnaires to employees across various industries and business segments. Data obtained will be analyzed using the SmartPLS software, employing the PLS-SEM (Partial Least Squares Structural Equation Modeling) method, which allows for a rigorous examination of the relationships between AI implementation and employees' attitudes, behaviors, and psychological states.

The implementation of AI in modern business contexts is a critical prerequisite for maintaining and enhancing competitive advantage. Organizations that successfully integrate AI into their processes can achieve significant benefits, including cost reduction, operational efficiency, and agility in responding to environmental changes. When a balance is achieved between technological advancement and employee well-being—using AI as a supportive tool rather than a replacement, organizations can maximize the benefits of AI while safeguarding employee satisfaction, engagement, and overall performance.

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