FLORIDA INTERNATIONAL UNIVERSITY

Miami, Florida

MOTIVATING EMPLOYEE ACCEPTANCE OF AI IN THE WORKPLACE: A PATHWAY TO INCREASED FIRM PROFITABILITY AND COMPETITIVE ADVANTAGE

A dissertation submitted in partial fulfillment of

the requirements for the degree of

DOCTOR OF BUSINESS ADMINISTRATION

by

Benjamin E. Womick

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To: Dean William G. Hardin
College of Business

This dissertation, written by Benjamin Eugene Womick, and entitled MOTIVATING EMPLOYEE ACCEPTANCE OF AI IN THE WORKPLACE: A PATHWAY TO INCREASED FIRM PROFITABILITY AND COMPETITIVE ADVANTAGE, having been approved in respect to style and intellectual content, is referred to you for judgment.

We have read this dissertation and recommend that it be approved.

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Florida International University, 2024

DEDICATION

To my beloved wife, Jennifer, who has been my source of love and support. Your belief in me has been the driving force behind my academic achievements.

To my mother, Patricia Griffin MD, for her unconditional love, sacrifices, endless encouragement, and inspiration. Without your guidance and support, I would not be where I am today.

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ABSTRACT OF THE DISSERTATION

MOTIVATING EMPLOYEE ACCEPTANCE OF AI IN THE WORKPLACE: A PATHWAY TO INCREASED FIRM PROFITABILITY AND COMPETITIVE ADVANTAGE by

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A cross-sectional study design (N=392) investigated the motivating factors for employee acceptance of Artificial intelligence-based tools (AI) in the workplace among respondents' knowledge workers in the Anglosphere. The research model integrates constructs from the expanded Technology Acceptance Model (TAM2), a modified Technology Acceptance Model (TAM-L), and the Theory of Planned Behavior (TPB).

Data on innovativeness, perceived job insecurity, perceived usefulness, social image, perceived ease of use, organizational readiness for change, employee readiness for change, trust, attitude toward AI, perceived behavioral control, personality, and willingness to use AI-based tools were collected in addition to demographic information including firm size, age, sex, income, nationality, positional seniority, level of education through validated standardized questionnaires.

The study confirmed that aspects of extant research in technology adoption apply to knowledge worker acceptance of AI-based tools in the workplace. Innovativeness,

organizational readiness for change, employee readiness for change, perceived usefulness, social image, perceived ease of use, and trust significantly impact knowledge workers' willingness to use AI-based tools in the workplace. Firm size did not influence willingness directly or indirectly. Respondent's personality was shown to have a moderating effect on other relationships; however, the strength of that impact was weak.

The research concludes that ongoing training, organizational transparency, active expectation management, consideration of personal and professional development, and user-centered product design are important drivers of AI adoption in the workplace.

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ABBREVIATIONS

1. Artificial Intelligence (AI)
2. Social Image (IMG)
3. Perceived Job Insecurity (JOB)
4. Perceived Ease of Use (PEOU)
5. Perceived Usefulness (PU)
6. Willingness to Use AI (WTU)
7. Employee Innovativeness
8. Perceived Organizational Readiness for Change (ORG)
9. Employee Readiness for Change (EMP)
10. Attitude Toward AI Use (ATT)
11. Perceived Behavioral Control (B_CTRL)
12. Personality (PER)
13. Trust (TRST)
14. Firm Size (FIRM)
15. Technology Acceptance Model (TAM)
16. Extended Technology Acceptance Model (TAM2)
17. Unified Theory of Acceptance and Use Of Technology (UTAUT)
18. Theory of Planned Behavior (TPB)
19. Diffusion of Innovation theory (DOI)

INTRODUCTION

The emergence of artificial intelligence (AI) in the workplace is not a simple proliferation of new computer-driven technology but a paradigmatic shift in corporate life and the knowledge economy. Introducing new AI technologies into the workplace is a shift that reconfigures work organization and poses significant challenges and opportunities for workers. As AI infiltrates work, understanding the workforce's challenges and building a positive reception of this technology is the key to reaping the benefits AI can bring. This study provides an overview of research done between 2016 and 2024 exploring the potential promises and pitfalls emerging from the proliferation of AI technologies in jobs in organizations and across governments.

The technologies promise to improve productivity with automated processes, reduce operational costs, and create consumer-focused organizations that use insights into buyer behaviors to personalize products and services. Businesses can enhance their profitability and gain a competitive advantage by equipping the workforce with AI tools and helping them to use AI for business applications.

This research seeks to bridge the gap by proposing an exhaustive model that combines robust theoretical foundations like the Technology Acceptance Model (TAM), the Unified Theory of Acceptance and Use of Technology (UTAUT), the Theory of Planned Behavior (TPB), and the Diffusion of Innovation (DOI) theory. Readiness for change, organizational size, and the big-five personality traits are integrated into a composite model of the extant theories and model above to offer a nuanced insight into the determinants of the adoption of AI tools by knowledge

workers in the Anglosphere. This study seeks to elucidate these factors, offering insights into fostering a conducive environment for the successful adoption of AI tools, thereby enhancing organizational competitiveness and profitability in the face of rapid technological advancement.

Problem Statement

AI technologies are being introduced into work environments at an increasing rate with the hope that these technologies can automate repetitive business processes, increase production efficiency and speed, empower decision-making, and help secure first-mover competitive advantage. These transformational, disruptive technologies promise cost optimization and machine learning capabilities that can navigate unchartered terrain in problem-solving and better consumer insights, offering tremendous business innovation and efficiency opportunities. However, the capability to harness and realize the advantages promised by AI technologies to increase profit, get market leadership, or stay competitive depends on a sizeable variable: the willingness or resistance of the employees to use these tools in their daily operations.

Artificial intelligence, irrespective of its potential benefits, will reduce a firm's profitability and competitive advantage if the workforce is unwilling to accept AI-based tools for multiple reasons, including an individual’s perception of usefulness and ease of use, trust in the technology, and job security. If an employee perceives that the technology compromises their social identity, it could make an individual or a group negatively disposed to that innovative technology. Therefore, setting up structures, tailoring interventions towards an individual’s personality, and

organizational factors such as the readiness for change and support structures are crucial for facilitating adoption.

Finding a balance can be challenging for organizations introducing AI tools for business process efficiency and decision enhancement. The technological power of AI tools, promising a step ahead in operational excellence and market leadership, is to some extent complemented – and in some cases even interwoven with the human dimension of technological adoption as an inevitable enabler of this technology's effectiveness and realization of the benefit.

This study has proposed a conceptual framework for exploring an issue with multiple dimensions relating to the determinants of knowledge worker adoption of AI-based tools in the workplace, specifically in firms in the Anglosphere. The study examines employee attitudes toward AI to understand better the subtleties of factors that can enable or hinder it. The study will aid organizations in providing an environment that will enhance the likelihood of work practices being reshaped through the integration of AI to achieve improved performance and sustain organizational competitiveness in the fourth industrial revolution.

Significance of the Problem

A company's profitability and competitive advantage may be significantly impacted by the effective adoption and usage of AI tools in the workplace. AI tools can automate repetitive operations, enhance productivity, and improve decision-making, resulting in cost savings and improved efficiency. Additionally, AI tools can help organizations deliver more specialized and targeted goods and services by

offering insightful data on consumer behavior and preferences. This may include increased customer happiness, brand loyalty, and financial gains.

However, adopting and using AI tools requires time and resource commitment, including support and training. As a result, it is essential to ensure that workers are willing and motivated to use these technologies.

Research Gap

There is a lack of research due to the novelty of the issue of knowledge worker adoption of AI in the workplace, and what research has been conducted is largely fragmented (Xiong et al., 2023). Also, due to the novelty of AI tools as an emerging technology, existing conceptual frameworks and models proposed lack empirical validation (Sundar, 2020), or studies have been limited to specific industries or groups or do not consider the impact of change readiness on AI adoption (Malik et al., 2021).

Research Question

In the quest to fully leverage artificial intelligence's (AI) transformative potential in enhancing business processes and securing a competitive edge, it becomes imperative to understand the dynamics influencing its adoption within the workplace. The core of this investigation delves into the factors that facilitate or impede knowledge workers' integration of AI technologies, a critical component in realizing

AI's benefits. This study's central research question is: What factors impact knowledge workers' willingness to use AI tools in the workplace in English-speaking countries?

Research Contributions

This research seeks to address a gap in the existing literature by applying a composite model that integrates the proven Technology Acceptance Model (TAM), a modified Technology Acceptance Model (TAM-L), and the Theory of Planned Behavior (TPB) theory combined with Readiness for Change, Firm Size, and Personality, which will provide insights into the key factors influencing employee adoption of AI tools in the workplace. By investigating the question above, this research hopes to add to the body of change management and digital transformation knowledge by answering the following questions:

1. How does organizational culture influence knowledge workers' attitudes toward AI adoption in the workplace?
2. How does perceived job insecurity influence employees' willingness to embrace AI technologies?
3. How do training and support initiatives impact the effectiveness of AI technology adoption among knowledge workers?

BACKGROUND LITERATURE REVIEW AND THEORY

Literature Review

The integration and adoption of artificial intelligence (AI) in professional settings is complex and impacted by various elements that span from human characteristics to organizations' preparedness to embrace change. The existing body of literature provides diverse perspectives on the intricate dynamics and influences contributing to employees' inclination to adopt artificial intelligence. Combined, as this study proposes, existing literature comprehensively explains the factors influencing employees' willingness to adopt AI in the workplace. The interplay of individual personality traits, organizational readiness, trust, perceived usefulness, and perceived ease of use emerges as central themes in this discourse. The insights from these studies offer valuable guidance for organizations looking to successfully integrate AI into their operations, ensuring a smooth transition and maximizing the benefits of this transformative technology.

Rosenblatt (1984) and Greenhalgh et al. (2004) have delved into job insecurity and the diffusion of innovations in service organizations, respectively. Their findings underscore the importance of understanding the broader organizational context when introducing new technologies. Holt et al. (2007) further emphasize the significance of organizational readiness for change, suggesting that the success of any technological transition hinges on the organization's preparedness.

King and He (2006) conducted a meta-analysis of the technology acceptance model (TAM), reinforcing the model's robustness in predicting technology adoption

across various contexts. Their findings resonate with the works of Davis (1989) and Venkatesh et al. (2003), who have extensively explored the determinants of technology acceptance, emphasizing perceived usefulness and perceived ease of use as pivotal factors.

Klein and Sorra (1996) discuss the challenges of innovation implementation, highlighting potential barriers and facilitators. The insights the individual provides are highly pertinent within artificial intelligence, considering this technology's profound impact on various domains. The concept of trust, as examined by McKnight et al. (2002) and Schoorman et al. (2007), is identified as a significant factor influencing technology adoption. The findings of their study indicate that user utilization of a system is positively influenced by the presence of trust, hence emphasizing the significance of establishing and upholding trust in artificial intelligence (AI) systems.

Rogers' seminal publications on the diffusion of innovations (1983, 2003) offer a thorough theoretical framework for studying the mechanisms via which novel concepts and technology disseminate across societies and organizations. His insights are particularly pertinent to AI, given its innovative and disruptive nature.

Sirgy (1982) delves into the role of self-concept in consumer behavior, suggesting that individuals' perceptions of themselves can influence their attitudes towards external entities, including technologies. This notion aligns with the findings of Agarwal and Prasad (1999), who explored the relationship between self-image and technology adoption.

Venkatesh and Bala (2008) introduced the Technology Acceptance Model 3 (TAM3), offering a more nuanced understanding of technology adoption determinants. Their model integrates various external variables, providing a holistic view of the adoption process.

In the realm of AI specifically, Choi (2021) conducted a study on employee acceptance of AI technology, shedding light on the unique challenges and considerations. Chi et al. (2023) explored customers' acceptance of AI service robots, emphasizing the role of trust and cultural factors.

Eby et al. (2000) and Armenakis & Harris (2009) have highlighted the importance of employees' readiness for change in shaping their perceptions of new technologies. Their findings suggest that employees' mental and emotional preparedness can significantly influence their attitudes towards AI.

The role of personality in shaping technology adoption cannot be understated. Barrick & Mount (1991) explored the "Big Five" personality dimensions, suggesting that individual traits such as openness, conscientiousness, and neuroticism can significantly influence attitudes towards new technologies. For instance, employees high in openness might be more receptive to AI innovations, while those with higher levels of neuroticism might exhibit resistance due to inherent apprehensions. This intricate relationship between personality and technology acceptance underscores the need for personalized adoption strategies that cater to diverse employee profiles.

Another pivotal factor in the AI adoption discourse is the concept of self-image or social image, as explored by Sirgy (1982) and Agarwal and Prasad (1999).

Employees' perceptions of how using AI aligns with their professional identity can influence their willingness to embrace the technology. For instance, if using AI is perceived as enhancing one's professional image or aligning with the norms of a particular group, it is more likely to be accepted.

McKnight et al. (2002) and Schoorman et al. (2007) have stressed the importance of trust in adopting and using technology. In the field of artificial intelligence (AI), trust encompasses more than just the dependability of the technology under consideration. It also includes ethical considerations, worries about personal data privacy, and potential repercussions of decisions made by AI systems. Creating and maintaining trust in AI systems is crucial since any lapse could be met with strong opposition and skepticism.

The diffusion of innovations theory, as proposed by Rogers (1983, 2003), offers valuable insights into the AI adoption process. As a disruptive innovation, AI requires a comprehensive understanding of the factors influencing its spread within organizations. Factors such as relative advantage, compatibility, complexity, trialability, and observability can determine the rate of AI adoption.

Furthermore, organizational factors play a crucial role in shaping AI adoption. As highlighted by Holt et al. (2007), organizational readiness for change can make or break AI implementation efforts. Organizations must have the necessary infrastructure, training programs, and support mechanisms to facilitate AI adoption.

The existing body of literature comprehensively portrays the various dimensions of integrating artificial intelligence (AI) inside organizational settings. The

success of AI implementation efforts is contingent upon a convergence of various aspects, including individual, organizational, and technological elements. To fully leverage the capabilities of artificial intelligence, enterprises must adopt a comprehensive approach that considers all relevant elements. By analyzing and effectively tackling the difficulties and prospects associated with artificial intelligence (AI), companies may provide the foundation for a future in which AI and human beings can coexist harmoniously, fostering innovation and facilitating economic expansion.

The model proposed in this research provides a helpful framework for understanding the factors influencing employee adoption of AI tools in the workplace; thus, this model, as described, will be used to provide insight into the question: *What factors contribute to knowledge worker employee adoption of artificial intelligence (AI) in the workplace in firms based in English-speaking countries?* The model highlights the importance of Change Readiness, perceived usefulness, perceived ease of use, trust, and personality in shaping employee attitudes toward AI tools and their intention to use them. By prioritizing these factors when implementing AI tools, firms might increase the likelihood of successful adoption and usage, leading to significant benefits for the firm's profitability and competitive advantage.

METHODOLOGY

Research Model

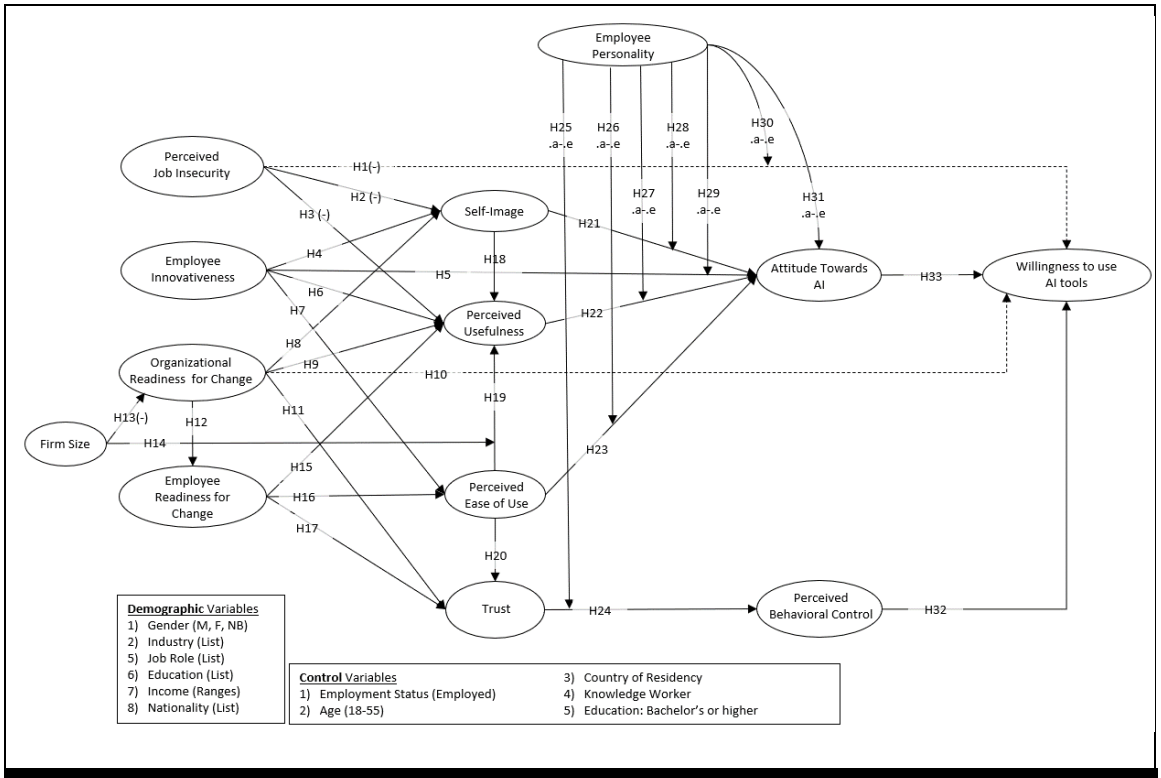

Figure 1 The Conceptual Research Model

Theoretical Development and Hypotheses

Model Selection & Justification

This study uses an integrated TAM2, TAM-L, and TPB with Trust and Personality. The TAM and TAM2 models are most often used in IT and work-related technologies since they allude to workplace IT adoption. TAM2 added variables in response to criticism of the first TAM. The TAM2 expansion of Venkatesh and Davis's 2000 Technology Acceptance Model considers external social effects and

behavioral intentions to use new technology. TAM 2 has been used in several developments. Wu and Chen (2005) examined online tax adoption using Trust as an extension of TAM and TPB. This addition gave "higher explanatory power to examine [the] problem and effectively improve the low usage rate" of online tax preparation tools. Online shopping research by Gefen, Karahanna, and Straub (2003) combined trust and trust-based antecedents with TAM.

Hypotheses & Justifications

H1(-): As a knowledge worker's Perceived Job Insecurity increases, their Willingness to use AI will decrease.

Justification: The technological acceptance model (TAM) and theory of planned behavior (TPB) have been used to study employee AI adoption. The perceived utility and simplicity of use of a technology affect attitude and behavioral intention to utilize it (Venkatesh & Davis, 2000; Venkatesh et al., 2003).

Job insecurity negatively impacts technology adoption, according to multiple research studies. Job insecurity makes people dread new technologies' replacement or redundancy, which reduces their propensity to accept them (Deng et al., 2010). This sentiment is supported by TPB's perceived behavioral control (Ajzen, 1991) and TAM's perceived usefulness (Davis, 1989), where job loss apprehension may reduce perceived control and technology benefits. AI "represents a massive change within the workplace and is unlikely to be used by job-insecure employees" (Dabbous et al., 2021).

Mechanism: Higher job instability lowers AI's perceived usefulness and unfavorable attitude toward adopting it, limiting behavioral intention to use it. The psychological mechanism linking job uncertainty and decreasing AI use is best understood through psychology. People concerned about their jobs view AI and other technology as threats rather than empowerment (Deng et al., 2010). Automation and AI may replace human roles, making their talents outdated, causing this concern. When merging TAM and TPB components, the perceived value (usefulness) of the technology is outweighed by job loss concerns. Thus, AI adoption decreases.

H2(-): As a knowledge worker's Perceived Job Insecurity increases, their Social Image will decrease.

Justification: According to Greenhalgh & Rosenblatt (1984) and Sverke et al. (2002), job uncertainty causes psychological suffering in many ways. Since people may associate their employment with their social position, self-esteem and self-perception may drop (De Witte, 2005). Burke (1991) also believes external pressures like job insecurity shape self-concept and self-esteem.

Mechanism: Humans seek stability, self-worth, and a good self-concept, which links work insecurity to a decrease in social image. Many people identify and value themselves through work (Burke, 1991). Job uncertainty can lead to feelings of worthlessness and a poor Social Image when people perceive their societal values as declining. This is because job loss or instability can be seen as personal failures due to psychological and social effects and financial setbacks (De Witte, 2005). Therefore, if

a person's job situation becomes more insecure, their Social Image and professional identity will likely suffer.

H3(—): As knowledge workers' Perceived Job Insecurity increases, their Perceived Ease of Use for AI tools in the workplace will decrease.

Justification: Davis (1989) stressed that Perceived Ease of Use drives technological adoption. Job insecurity can cause anxiety, decreased concentration, and apprehension of change (Greenhalgh & Rosenblatt, 1984; Sverke et al., 2002), which may impair an individual's cognitive ability to perceive new technologies as easy to use. Job uncertainty's cognitive and emotional toll may reduce one's confidence and openness to new technological tools, diminishing Perceived Ease of Use.

Mechanism: The cognitive and emotional disruptions caused by employment instability diminish Perceived Ease of Use. Job insecurity increases stress and anxiety (Greenhalgh & Rosenblatt, 1984). Stress can hinder learning and adaptation. New technologies or tools in the workplace may cause cognitive disruptions that make it harder to understand new information or adapt to new processes. Thus, the above technology may appear more complex or challenging than it is. This reduces TAM's Perceived Ease of Use (Davis, 1989). Due to employment instability, the person's cognitive state may cloud their appraisal of a technology's usability.

H4: As a knowledge worker’s Innovativeness increases, their Social Image will also increase.

Justification: Leadership, forward-thinking, and adaptability are typically linked to innovation, especially in adopting new ideas or technologies (Rogers, 1983). Agarwal & Prasad (1998) note that IT innovators have favorable Social Images. A craving for distinctiveness, positively correlated with self-perception, can promote innovation (Snyder & Fromkin, 1977). Thus, being an early adopter or inventive thinker is seen as positive and unusual, which may boost a person's Social Image.

Mechanism: Innovativeness and Social Image are linked by societal views and inner motivations. Early adopters and innovators are generally admired and rewarded (Rogers, 1962). This social recognition might boost self-esteem. Innovations satisfy people's craving for individuality, boosting their self-esteem (Snyder & Fromkin, 1977). Thus, innovation boosts self-esteem by satisfying internal drives for differentiation and originality and gaining external recognition.

H5: As a knowledge worker's Innovativeness increases, their Attitude towards AI use in the workplace will also increase.

Justification: Rogers (1983) suggests innovators and early adopters are more open to new ideas and technologies. Openness stems from a desire to experiment, take chances, and lead technological change. Agarwal and Prasad (1998) found that personal innovativeness correlates with favorable views toward new technologies in IT. Innovative people may view AI favorably as a cutting-edge technology. TAM (Davis, 1989) and its successors, notably TAM3 (Venkatesh & Bala, 2008), also suggest that innovativeness can make people more optimistic about AI.

Mechanism: Innovativeness and AI positivity are linked by risk-taking, open-mindedness, and perceived rewards. Innovative people take more risks, explore new areas, and are more receptive to new experiences (Rogers, 1962). This inclination makes them more likely to view AI's potential benefits and prospects than its drawbacks. Innovative people tend to focus on the revolutionary potential of technology like AI, which increases their perceived usefulness (Davis, 1989). Their curiosity and willingness to welcome novelty would also make them more open to understanding and appreciating AI, improving their general outlook.

H6: As a knowledge worker's Innovativeness increases, their Perceived Usefulness of AI tools in the workplace will also increase.

Justification: Rogers (1983) states that early adopters often recognize and value an innovation faster than others. They can see the benefits of new technology because they like to try them. Agarwal & Prasad's (1998) study supports this, showing that personal innovativeness drives early adoption of information technologies because inventive people see them as more beneficial. Technology acceptance is driven by perceived usefulness in the TAM framework (Davis, 1989). Thus, if innovativeness enhances perceived utility, so will perceived usefulness.

Mechanism: Innovativeness is linked to perceived usefulness through aligning intrinsic attributes with external evaluations. Innovative people instinctively seek out, study, and grasp new ideas and technology (Rogers, 1938). This interest motivates people to study new technology's functions and uses. They are more likely to perceive and appreciate these technologies' benefits. This depth of understanding and openness

to innovation help innovative people see a technology's practical uses and benefits, increasing its perceived usefulness (Davis, 1989). Their inclination to be more open to innovations helps them realize their value.

H7: As a knowledge worker's Innovativeness increases, their Perceived Ease of Use of AI tools in the workplace will also increase.

Justification: According to Rogers (1983), early adopters and innovators are comfortable with novelty and can quickly learn how a new technology works. Agarwal and Prasad (1998) believe that innovative people are not merely early adopters but may find innovations more intuitive due to their natural affinity for them. Davis (1989) states that technology acceptability in the TAM paradigm depends on perceived ease of use. Given that innovative people adopt and understand new technology, it seems sense that an increase in innovativeness will increase the perceived ease of use of these technologies.

Mechanism: Rogers (1983) found that early adopters and innovators tend to embrace innovation. This tendency can also show their ability to grasp new technologies and functions quickly. Agarwal and Prasad (1998) argue that imaginative people are early adopters with a natural affinity for innovations, making them easier to utilize. In the Technology Acceptance Model (TAM), Davis (1989) suggests that perceived ease of use is crucial to technology acceptance. Based on the tendency of inventive people to accept and understand new technologies, it is probable that an increase in innovativeness will increase the perceived ease of use of these technologies.

H8: As a knowledge worker's Perceived Organizational Readiness for Change increases, their Social Image will also increase.

Justification: The impression of an organization's transition readiness is linked to employees' views of their roles and contributions. Armenakis and Harris (2009) and Eby et al. (2000) revealed that employees' opinions of their organization's transition readiness had various benefits. These effects boost employee confidence, reduce change resistance, and improve attitudes. Rosenberg and Mosca (2011) add that organizational readiness boosts pride and assurance. Members of a proactive and flexible organization may boost self-esteem since they see themselves as crucial parts of a dynamic institution.

Mechanism: The organization's transition readiness tells employees about its stability, flexibility, and future. According to Armenakis and Harris (2009), employees who perceive a high organizational readiness for change view the organization as adaptive, proactive, and resilient to difficulties. This view promotes workplace safety and inclusion. A well-prepared and adaptive organization makes employees feel important and valuable because they believe their efforts help the company grow (Eby et al., 2000). Rosenberg and Mosca (2011) found that connecting with the firm improves Social Image. In essence, employees internalize the positive attributes of a change-ready organization, boosting their Social Image.

H9: As a knowledge worker's Perceived Organizational Readiness for Change increases, their Willingness to Use AI-based tools in the workplace will also increase.

Justification: The notion of an organization's change readiness affects an employee's engagement and viewpoint on new treatments, techniques, and technologies. Armenakis and Harris (2009) found that employees are more open to new ideas when they think their company is ready for change. Positive impressions encourage passionate adoption of new technologies. The TAM framework uses perceived usefulness to determine technology acceptability (Davis, 1989). Klein and Sorra (1996) found that employees are likelier to see a link between a technology intervention and the organization's goals in a prepared organization. Thus, this alignment boosts their opinion of the intervention's value. Thus, when an organization's perceived change readiness grows, so does its perceived technological utility.

Mechanism: An individual's perspective of their organization's change readiness affects how they view new interventions, tools, and technologies. Armenakis and Harris (2009) imply that employees are more open to new initiatives when they perceive their organization is ready for change. Positive perceptions encourage enthusiastic adoption of new technologies. Technology acceptance is driven by perceived usefulness in the TAM framework (Davis, 1989). High organizational preparedness helps employees realize how the technological intervention fits the organization's aims, boosting their view of its value (Klein & Sorra, 1996). As organizational readiness for change rises, so does the perceived utility of introduced technologies.

H10: As a knowledge worker's Perceived Organizational Readiness for Change increases, their Willingness to use AI tools in the workplace will also increase.

Justification: Employees' views of their company's change preparedness affect their willingness to adopt new technologies. Armenakis and Harris (2009) note that employees are more open to new tools and technology when they believe their company is prepared for shifts. In the TAM, perceived organizational factors can strongly influence technology acceptance (Venkatesh & Davis, 2000). An organization ready for change develops a collaborative spirit among employees, leading to a cohesive approach to new initiatives (Weiner, 2009). AI is a major technological leap. Thus, employees in organizations ready for change are more inclined to accept it since it aligns with the organization's forward-thinking strategy.

Mechanism: Organizational readiness for change creates a supportive climate where employees believe new technology and changes are strategic and valuable (Armenakis & Harris, 2009). When employees see their company is ready to change, AI adoption anxieties are reduced. A "ready" environment should also provide the training, support, and resources needed to adopt such technologies, improving confidence and willingness (Venkatesh & Davis, 2000). An organization's readiness inspires employees to unite and support new tools and innovations (Weiner, 2009). This communal perspective makes AI's introduction a cohesive step in the organization's progress rather than a tool. Perceived readiness is a foundation that

makes AI adoption more digestible and connected to the organization's vision and direction.

H11: As a knowledge worker's Perceived Organizational Readiness for Change increases, their Trust in using AI tools in the workplace will also increase.

Justification: Competence, reliability, and generosity build trust in an organization. Armenakis and Harris (2009) note that when employees feel their organization is ready for change, they are more confident in its strategic direction, which might lead to trust. Mayer et al. (1995) also note that perceived organizational competency strongly affects trust dynamics. If an organization is ready and skilled in change, members may trust the AI tool being implemented more.

Mechanism: Organizational change preparedness indicates expertise, strategic vision, and successful planning (Armenakis & Harris, 2009). When employees see that their organization is prepared for future adjustments, it shows that the leadership is capable and cares about the employees and the company's future. This perceived ability is crucial to trust-building (Mayer et al., 1995). A sense of preparation develops collective unity because employees believe the organization is leading them on the correct path, which builds trust in the change initiative in leadership and employees (Weiner, 2009).

H12: As a knowledge worker's Perceived Organizational Readiness for Change increases, their Employee Readiness for Change will also increase.

Justification: When employees feel their organization is ready for changes, it creates a good change preparedness climate. Armenakis and Harris (2009) indicate that favorable organizational readiness views can boost employee confidence in the company's future. Holt et al. (2007) adds that organizational readiness can significantly impact individual transition readiness. When an organization is seen as ready for change, it creates a ripple effect of collective commitment, which aligns people with organizational goals and makes them more ready for change (Weiner, 2009). Thus, as perceived organizational change readiness increases, so does employee change readiness.

Mechanism: Organizational readiness for change indicates competency, resilience, and adaptation to changing problems (Armenakis & Harris, 2009). When they see this readiness, employees feel confident in the organization's ability and aligned with the strategic vision. This alignment gives people purpose and direction, making them more open to change (Holt et al., 2007). Organizational readiness enhances employee camaraderie and commitment, which increases their willingness to support and engage with change projects (Weiner, 2009). Thus, the organization's perceived readiness sets the tone, giving staff the confidence and motivation to prepare for the changes.

H13(-): As Firm Size increases, a knowledge worker's Perceived Organizational Readiness for Change will decrease.

Justification: Firm size and organizational change readiness are complex. Larger organizations have more resources but may be less agile and ready for change

due to inertia (Damanpour, 1992). Due to their layered architecture and wider communication channels, larger organizations may struggle to distribute and align change activities, limiting perceived preparedness, according to Kotter (1995). Due to their complexity and varied interests, large service firms may resist innovation diffusion (Greenhalgh et al., 2004). These criteria show that organizational change readiness may decrease with company size.

Mechanism: Organizations often develop complex structures and processes as they grow, resulting in several layers of hierarchy and extensive communication (Kotter, 1995). Complexity slows decision-making, making it hard to adapt to new ideas (Damanpour, 1992). In larger organizations, aligning and understanding heterogeneous teams becomes harder, sometimes leading to pockets of resistance or misalignment (Greenhalgh et al., 2004). Communication, decision-making, and alignment issues might reduce the organization's change preparedness. Thus, while larger organizations may have greater resources, their scale might complicate and make them seem less prepared for changes.

H14: Firm Size strengthens the relationship between a knowledge worker's Perceived Ease of Use of AI tools in the workplace and their Perceived Usefulness of those tools, such that the relationship between Perceived Ease of Use and Perceived Usefulness will become stronger when Firm Size is high.

Justification: The TAM by Davis (1989) states that technology's perceived utility depends on its ease of use. This link is crucial for knowledge workers who rely on tools to complete tasks. Davenport and Prusak (1998) emphasize how resources

affect knowledge workers' effectiveness. Large companies offer greater training, resources, and IT support, making AI solutions easier for knowledge workers. Accessibility boosts perceived usability. Agarwal and Prasad (1997) propose that their perceived ease of use might increase their perceived usefulness in contexts (like larger organizations) that support and encourage innovations. Due to organizational support and resource availability, knowledge workers' perceived ease of use of AI tools and their perceived effectiveness may be stronger at larger firms.

Mechanism: Robust IT Support: Comprehensive IT assistance can speed up AI tool issues in larger organizations. This instant support can improve the ease of a knowledge worker's AI tool.

Tailored Training: Large companies often create training for specialized professions, including knowledge employees. Customized training increases perceived ease of use, affecting utility.

Integrating New Tools: Larger organizations integrate new tools like AI into existing systems for seamless operation. This integration streamlines knowledge workers' user experience, increasing perceived ease of use and usefulness.

The large workforce in major organizations fosters peer learning and collaboration. Knowledge workers can improve usability by sharing experiences.

Innovation Ecosystem: Large organizations have an innovation ecosystem. When easy to use, AI tools might be seen as more valuable by knowledge workers who are encouraged and given resources to experiment with them.

Structure and resources in larger organizations can increase the association between perceived ease of use and perceived usefulness for knowledge employees. The TAM by Davis (1989) and Davenport & Prusak's (1998) knowledge management, and Agarwal & Prasad's (1997) innovation characteristics suggest that AI users' perceptions will align favorably in supportive environments.

H15: As a knowledge worker's Readiness for Change increases, their Perceived Usefulness of AI tools in the workplace will also increase.

Justification: Employees' preparedness for change depends on their ideas about its benefits and relevance to their positions and the organization (Eby et al., 2000). If people are open to change, it shows they see its benefits and value related to perceived usefulness. As noted by Davis (1989), the TAM suggests that users (or employees) are more likely to embrace and apply a technology or change that improves their jobs. Further, Armenakis and Harris (2009) emphasize that employees' attitudes and willingness for change shape their judgments of its utility and worth. Thus, as employees' change readiness increases, so will their sense of the initiative's value.

Mechanism: Employee change readiness is mental and emotional readiness to accept, adopt, and adapt to new processes or tools (Armenakis & Harris, 2009). This readiness frequently comes from knowing and accepting the change's possible benefits and improvements. Employees who are ready for change see its worth and relevance, like perceived usefulness (Eby et al., 2000). According to the TAM (Davis, 1989), people adopt technologies or systems that improve their performance or job function.

Thus, preparation increases the likelihood that employees will find a change advantageous or valuable, creating a direct relationship.

H16: As a knowledge worker's Employee Readiness for Change increases, their Perceived Ease of Use for AI tools will also increase.

Justification: Employees' readiness for change depends on their understanding and acceptance of the change and their confidence in the organization's transition process (Armenakis & Harris, 2009). Mayer et al. (1995) say trust is built when employees believe the company is knowledgeable, compassionate, and honest. Thus, employees' improved readiness to adapt to change may indicate a greater confidence in the organization's ability to implement the change successfully. Holt et al. (2007) demonstrate that trust is increased when people perceive change leaders as competent and caring. Thus, increasing employees' change preparedness may indicate higher trust in the firm and its leadership.

Mechanism: Employee change readiness includes cognitive and emotional factors that prepare employees for transitions (Armenakis & Harris, 2009). This alignment and planning can reduce fears and boost confidence in unknown terrain. The TAM states that easier-to-use solutions are adopted faster (Davis, 1989). With greater preparation, employees may have received training, been exposed to helpful resources, or formed a positive mindset that makes the change seem less scary and more accessible to implement. Holt et al. (2007) further suggest that preparation reduces perceived complexity, making transitions easier. When employees are ready for a

change, they are more likely to consider its execution seamless and easy, improving its perceived ease of use.

H17: As a knowledge worker's Employee Readiness for Change increases, their Trust in using AI tools in the workplace will also increase.

Justification: Employees' readiness for change depends on their understanding and acceptance of the change and their trust in the organization's ability to transition (Armenakis & Harris, 2009). Mayer et al. (1995) argue that employees must see the company's knowledge, friendliness, and honesty in its operations to build trust. Thus, employees' increased readiness to adapt to change may indicate a greater confidence in the organization's ability to implement the change successfully. Holt et al. (2007) claim that change leaders who are competent and care about their followers build trust. Thus, increasing employee change acceptance may reflect a good working relationship and increased confidence in the company and its leadership. According to Armenakis and Harris (2009), the phenomenon is characterized by employees' preparedness for change, which depends on their comprehension and acceptance of the change and their faith in the organization's ability to handle it. Mayer et al. (1995) believe that employees' perceptions of the company's activities as indicators of its knowledge, compassion, and integrity generate confidence. Thus, employees' growing openness to change may indicate confidence in the organization's ability to accomplish the required changes. Holt et al. (2007) believes that change leaders who are competent and care about their followers build trust. Thus, increasing employees' change readiness may indicate increased confidence in the firm and its leadership.

Mechanism: It is not enough for employees to comprehend or embrace change; knowledge workers must also trust the business to manage it well (Armenakis & Harris, 2009). According to Mayer et al. (1995), trust is formed when employees believe the organization acts with competence, kindness, and honesty. Therefore, as employees become increasingly ready for change, it may indicate their trust in the organization's ability to implement it effectively. According to Holt et al. (2007), this trust is strengthened when individuals believe change leaders are capable and care about them. Thus, increased employee change preparedness may indicate more trust in the organization and its leaders.

H18: As a knowledge worker's Social Image increases, their Perceived Usefulness of AI tools in the workplace will also increase.

Justification: Prior research has revealed that Social Image—people's perceptions of a technology's social status—affects its usefulness (Venkatesh et al., 2003). Venkatesh & Davis (2000) extend the identification mechanism in H1 by citing Pfeffer (1985): "By performing behaviors that are consistent with group norms, an individual achieves membership and the social support that such membership affords as well as possible goal attainment which can occur only through group action or group membership."

Mechanism: Membership is a basis for increased productivity and, thereby, an increase in the perceived usefulness of the technology "over and above any performance benefits directly attributable to system use" (Venkatesh & Davis, 2000).

H19: As a knowledge worker's Perceived Ease of Use increases, their Perceived Usefulness of AI tools in the workplace will also increase.

Justification: According to prior research, perceived simplicity of use is a significant predictor of technology's perceived usefulness (Davis et al., 1989; Venkatesh et al., 2003).

Mechanism: When discussing AI in the workplace, it is critical to comprehend how perceived tool usability influences perceived tool usability. "Since all else being equal, the less effortful a system is to use, the more using it can increase job performance" and, thereby, perceived usefulness (Venkatesh et al., 2000).

H20: As a knowledge worker's Perceived Ease of Use increases, Trust in using AI tools in the workplace will also increase.

Justification: Davis (1989) found that perceived ease of use strongly influences technology and system adoption. Gefen et al. (2003) say user-friendly systems and technologies are more reliable, consistent, and trustworthy. User faith in a system depends on cognitive effort to navigate and understand it. Simplified interfaces or procedures minimize errors and misunderstandings, building confidence, according to McKnight et al. (2002). Therefore, a system or technology's apparent simplicity of use may promote confidence.

Mechanism: The user's experience with a system or technology determines its perceived ease of use. Davis (1989) found that seeing a system as simple and easy to use reduces cognitive load and unhappiness. Positive user experiences can build

system dependability and consistency, which are key to trust. Easy navigation and comprehensibility diminish uncertainties, ambiguities, and perceived hazards associated with a system's use (Gefen et al., 2003). Thus, users can gain confidence in the system and trust that it will not disappoint or harm them (McKnight et al., 2002). Simple, transparent systems inspire safety, reliability, and trust.

H21: As a knowledge worker's Social Image increases, their Attitude towards AI tools in the workplace will also increase.

Justification: Individuals' Social Images affect their decisions and attitudes toward external entities, especially technologies (Sirgy, 1982). Those with a positive Social Image, especially as tech-savvy or forward-thinking, may view AI more favorably because they associate its inventive nature with themselves (Agarwal & Prasad, 1999). Aligning one's self-perceptions with good technology characteristics can also boost positive thoughts and attitudes toward its adoption and use (Bhattacherjee & Premkumar, 2004). Therefore, a good Social Image can improve one's attitude toward AI.

Mechanism: Social Image reflects one's thoughts, feelings, and assessments of themselves. This personal construct filters external stimuli, including AI (Sirgy, 1982). When people consider themselves modern, innovative, or tech-savvy, they are more likely to see AI as an extension of such traits. If individuals consider themselves progressive or innovative, they may favorably perceive AI as a modern technological innovation (Agarwal & Prasad, 1999). This connection between positive Social Image

and AI features strengthens their predisposition and attitude toward it, making them more enthusiastic about its adoption (Bhattacherjee & Premkumar, 2004).

H22: As a knowledge worker's Perceived Usefulness increases, their Attitude towards AI tools in the workplace will also increase.

Justification: According to Davis (1989), technology acceptance and positive views depend on perceived utility. When people see technology, like AI, as helping them achieve their goals, they like it. This positive mindset comes from the expectation of increased performance or productivity from technology. Venkatesh and Davis (2000) showed that consumers' attitudes toward technology depend on its perceived usefulness. Thus, people appreciate AI more when they see its benefits, making them more likely to use it (Legris et al., 2003).

Mechanism: An individual's anticipation of performance increases links perceived usefulness to technological views. Users view AI as advantageous if they think it will improve their work performance and productivity or provide real benefits (Davis, 1989). This expectation of positive outcomes makes people more likely to like technology that improves their tasks. AI's perceived benefits and utility increase the likelihood of its positive perception and adoption (Venkatesh & Davis, 2000). Thus, the more obvious AI's benefits, the more positive an individual's attitude toward technology (Legris et al., 2003).

H23: As a knowledge worker's Perceived Ease of Use increases, their Attitude toward AI tools in the workplace will also increase.

Justification: Technology views are shaped by perceived ease of use. When a technology, like AI, is easy to use, people are less uncomfortable with it (Davis, 1989). The cognitive burden of complex technology might repel users. Therefore, intuitive interfaces or simple processes are more likely to be accepted. Early technology adoption is affected by how easily users can navigate and engage with the technology, which shapes their attitudes (Venkatesh & Bala, 2008). This association between ease of use and positive attitude has been documented across technology contexts (King & He, 2006).

Mechanism: User experience and cognitive burden determine technological ease of use. Simple and intuitive AI reduces cognitive loads and user annoyance (Davis, 1989). This reduces cognitive pressure, making the user experience smoother and more efficient. Users like technology more when they feel capable and face fewer obstacles. User-friendliness and accessibility of an AI system increase comfort, efficiency, and positive attitude (Venkatesh & Bala, 2008). This constant relationship between ease of use and attitude drives users' demand for simplicity, efficiency, and hassle-free technology (King & He, 2006).

H24: As knowledge workers' Trust in using AI tools in the workplace increases, their Perceived Behavioral Control over using those AI tools will also increase.

Justification: Trust, especially in technology, fosters security and predictability. Users feel more in control when they trust a system or platform and are less apprehensive of potential threats (Pavlou, 2003). Ajzen's TPB highlights that past

experiences and predicted impediments affect perceived behavioral control (Ajzen, 1991). People who trust a system or entity are less likely to foresee issues, which increases their sense of control. According to Gefen et al. (2003), confidence in online platforms increases consumers' perceived control over their shopping experiences.

Mechanism: Trust, especially in technology, fosters security and predictability. Users feel more in control when they trust a system or platform and are less apprehensive of potential threats (Pavlou, 2003). Ajzen's TPB highlights that past experiences and predicted impediments affect perceived behavioral control (Ajzen, 1991). People who trust a system or entity are less likely to foresee issues, which increases their sense of control.

H25 (a-e): A knowledge worker's Personality will moderate the relationship between their Trust in using AI tools in the workplace and their Perceived Behavioral Control in using those tools.

Justification: According to Mayer et al. (2007), trust is complex and influenced by many factors, including individual differences. Ajzen's TPB emphasizes perceived behavioral control's impact on intentions and behavior. The "Big Five" aspects of employee personality by Barrick & Mount (1991) may affect how trust affects perceived behavioral control. An employee high in neuroticism may still feel out of control despite trusting a system, whereas one high in openness may feel more in control because they are more open to new experiences. Personality can modulate the relationship, affecting how much trust affects perceived behavioral control.

Mechanism: Personality impacts employee views, perceptions, and reactions. Personality shapes how trust and perceived behavioral control are interpreted. As an example:

a. Openness: Employees may be more open to new technology and processes. Their inherent openness boosts control when they trust these innovations.

b. Conscientiousness: Highly conscientious personnel may need more proof to trust, but their meticulous nature can lead to increased control over interactions with trusted systems.

c. Neuroticism: Individuals with increased neuroticism, marked by emotional instability, may have trouble forming trust and feeling in control due to tiny inconsistencies.

Trust is a basis for perceived behavioral control, but an employee's personality qualities can affect how they perceive, process, and use trust (Barrick & Mount, 1991). Individual differences can increase, decrease, or reverse the relationship between trust and perceived behavioral control.

H26 (a-e): A knowledge worker's Personality will moderate the relationship between their Perceived Ease of Use of AI tools in the workplace and their Attitude towards those tools.

Justification: Technology attitudes positively correlate with perceived ease of use (Davis, 1989). However, the "Big Five" personality dimensions show that people react to stimuli differently depending on their traits (Barrick & Mount, 1991). High-'Openness employees may be open to emerging technologies like AI. Thus, even if the

system is complicated, their interest may keep them upbeat. However, someone with high 'Neuroticism' may view even slight AI issues as major issues, resulting in a negative attitude despite its simplicity. Such nuances show that personality variables may limit the direct association between perceived ease of use and AI attitude.

Mechanism: Employee personality filters external factors like AI usability. Based on innate qualities, this interpretation determines stimulus attitude:

a. Openness: High scorers are naturally curious and open to new experiences. Even though an AI system is complicated, their curiosity may make them happy.

b. Conscientiousness: Conscious people prioritize order and completeness. An AI system that is easy to use supports their inclination for structured and efficient operations, leading to a positive attitude.

c. Extraversion: Extraverts may evaluate AI's ease of use based on how it improves social interactions or group performance. If they see the AI system as a tool for interaction, they may like it more.

d. Agreeableness: Those with high agreeableness value harmony. If people think AI is easy to integrate without conflict, they may like it.

e. Neuroticism: High neuroticism increases sensitivity to prospective threats or problems. Due to their heightened sensitivity, even tiny ease-of-use concerns can negatively impact AI attitudes.

The "Big Five" paradigm shows that personality factors can affect the degree, direction, or even the form of this link between AI and perceived ease of use (Barrick & Mount, 1991).

H27 (a-e): A knowledge worker's Personality will moderate the relationship between the Perceived Usefulness of AI tools in the workplace and their Attitude towards those tools.

Justification: Davis (1989) found that perceived usefulness improves technology attitudes. However, the "Big Five" personality theory (Barrick & Mount, 1991) suggests that individual qualities might influence the perception of usefulness and attitudes. An employee with strong 'Conscientiousness' may appreciate AI's efficiency benefits and have a positive attitude. If they have other problems, someone with high 'Neuroticism' may not value utility as highly, mitigating the favorable association between perceived usefulness and AI attitude. Thus, personality factors can modify the relationship between perceived usefulness and AI opinions.

Mechanism: Employee personality filters external elements like AI's perceived usefulness. The interpretation, based on these features, forms the attitude:

a. Openness: Increased openness can increase appreciation for AI's diverse uses, enhancing its perceived usefulness and attitude.

b. Conscientiousness: High-scoring employees prioritize efficiency and order. Recognizing AI's role in systematizing procedures can boost their mood.

c. Extraversion: Extraverts may evaluate AI's impact on social interactions and public performances. If AI enhances these aspects, their attitude will improve.

d. Agreeableness: Highly agreeable individuals value cooperation and harmony. They may be positive if they see AI as furthering collective goals or lessening conflicts.

e. Neuroticism: Employees with high neuroticism may focus on prospective risks or hazards. Even if they recognize AI's value, their sensitivities may dampen their positivity.

Perceived utility impacts AI views, although the "Big Five" personality factors can nuance this relationship (Barrick & Mount, 1991).

H28 (a-e): A knowledge worker's Personality will moderate the relationship between their Social Image and their Attitude towards using AI tools in the workplace.

Justification: Sirgy (1982) states that Social Image influences behavior, mainly product and technology opinions. If tech-savvy employees consider AI aligned with their Social Image, they are more likely to be positive. However, the "Big Five" personality traits show that people may interpret and relate to Social Image differently (Barrick & Mount, 1991). An 'Extravert' may value social acknowledgment and attach their Social Image to AI if it enhances social capital. Alternatively, an 'Introvert' may like AI if it improves their autonomous work. Thus, employee personality may moderate the relationship between Social Image and attitudes towards AI.

Mechanism: Employee personality shapes how they react to external stimuli like AI. Personality traits mediate the link:

a. Openness: If they use AI to explore new ideas, those with high openness may sense a match between their Social Image and AI. This can improve AI attitudes.

b. Conscientiousness: Conscientious people may associate themselves with hard effort. Using AI to improve their meticulousness can boost their positive attitude toward the technology.

c. Extraversion: Extraverts may associate self-worth with social skills. Positive attitudes are more likely if they think AI can improve social interactions or recognition.

d. Agreeableness: Agreeable people may link their Social Image to cooperation and harmony. If AI is seen as a tool for collaboration, they may like it.

e. Neuroticism: High-neurotic people may have a worried Social Image. Even if they consider themselves tech-savvy, AI may threaten their status or well-being, which could change their viewpoint.

The "Big Five" model shows that personality qualities can affect the nature, strength, or direction of this relationship with AI, even though Social Image is foundational (Barrick & Mount, 1991).

H29 (a-e): A knowledge worker's Personality will moderate the relationship between their Innovativeness and their Attitude towards using AI tools in the workplace.

Justification: Rogers (2003) proposed that innovators are early adopters of new technology and ideas. Novel ideas usually appeal to them. According to Barrick & Mount (1991), the "Big Five" personality traits suggest that people may view and act

on their innovation differently. While inventive, an 'Open' individual may prefer AI's exploration and creativity. 'Conscientious' people, even if innovative, may be more cautious in adopting new technology, weighing its practicality first. Thus, the employee's personality may regulate how innovativeness affects AI sentiments.

Mechanism: Employee personality influences the way innovativeness shapes attitudes towards AI:

a. Openness: Individuals high in openness and innovativeness will likely view AI as a vessel for exploration and creativity, fostering a strongly positive attitude.

b. Conscientiousness: While conscientious individuals might be innovative, they value structure and diligence. Their positive attitude towards AI might hinge on its perceived efficiency and practicality.

c. Extraversion: Extraverted innovators might embrace AI if they see it augmenting their social interactions or aiding in networking, thereby fostering a positive attitude.

d. Agreeableness: Agreeable innovators may lean towards AI if they discern its potential in bolstering collaboration and teamwork, driving a favorable view of the technology.

e. Neuroticism: Innovative employees with high neuroticism might still be wary of AI's implications, tempering their overall attitude. Potential concerns could counterbalance their embrace of innovation.

While innovativeness can inherently promote a positive attitude towards AI, this relationship's nature and intensity might be nuanced by individual personality traits, as encapsulated in the "Big Five" construct (Barrick & Mount, 1991).

H30 (a-e): A knowledge worker's Personality will moderate the relationship between their Perceived Job Insecurity and their Willingness to use AI tools in the workplace.

Justification: Greenhalgh and Rosenblatt (1984) note that employment uncertainty can harm mental health. Such attitudes can affect how people view emerging technologies, including AI, especially if they see them as a danger to their jobs. Individual personalities can affect how they interpret and respond to work insecurity, according to the "Big Five" personality traits (Barrick & Mount, 1991). For instance, a 'Neuroticism' person may sense job insecurity and be less eager to adopt AI, whereas a 'Open' person may see it as an opportunity to grow and learn. Thus, employee personality may moderate the effect of job instability on AI use.

Mechanism: Job instability affects AI use based on employee personality:

a. Openness: Individuals with high openness may be more open to AI, even in employment uncertainty, as it can provide opportunities for personal growth and learning.

b. Conscientiousness: Individuals prioritizing diligence and systematic effort may regard AI as practical. If they think AI may boost job efficiency, they may overcome insecurity and be eager.

c. Extraversion: Extraverted personnel may be comfortable with AI due to its social features. Despite employment uncertainty, people may be more willing if AI improves team collaboration or communication.

d. Agreeableness: Individuals who want harmony and teamwork. If AI is seen as creating such a workplace, they may be willing to despite employment uncertainty.

e. Neuroticism: People with strong neuroticism may be more prone to job uncertainty and may be cautious of AI. AI's perceived risks may outweigh its benefits, lowering willingness.

The "Big Five" personality qualities can modify, amplify, or attenuate this relationship, which reduces AI use due to employment uncertainty (Barrick & Mount, 1991).

H31 (a-e): The effect of a knowledge worker's Personality on their Willingness to Use AI tools in the workplace will be mediated by their Attitude towards AI.

Justification: According to Barrick and Mount (1991), personality factors, including technology adoption, influence workplace behavior. According to Ajzen (1991), attitudes can predict behavior. While personality features can influence an employee's willingness to use AI, their attitude toward AI—which incorporates their subjective appraisal of the technology—can further influence it. According to Venkatesh et al. (2003), a person's attitude toward technology (like AI) strongly influences their inclination to employ it.

Mechanism: Personality and AI attitude affect an individual's propensity to use the technology:

a. Openness: Employees who love new experiences may be more likely to use AI. However, their desire may be low if they dislike AI (possibly because of concerns about its ramifications).

b. Conscientiousness: AI may be efficient for conscientious people who value diligence and order. However, their willingness may decline if they are skeptical of AI owing to complexity or unreliability.

c. Extraversion: Extraverted employees may initially be open to AI, especially if it improves their interactions, but concerns about AI's societal impacts can turn them off.

d. Agreeableness: Agreeable people may like AI if it promotes collaboration. If individuals acquire such an attitude, fears about AI reducing human touch in encounters may limit their willingness.

e. Neuroticism: Highly neurotic people may be wary of AI. Their desire to use AI may decrease if they worry about its possible downsides.

Personality features predispose people to use AI, but their attitude toward the technology shapes this inclination. Ajzen's (1991) theory of planned behavior states that attitude strongly influences behavioral intentions, which moderates this.

H32: As a knowledge worker's Perceived Behavioral Control in using AI tools in the workplace increases, their Willingness to Use those tools will also increase.

Justification: According to Ajzen's Theory of Planned Behavior (1991), Perceived Behavioral Control is a key factor in behavioral intention. The hypothesis states that people are more likely to intend to do something if they think they have the control, abilities, or resources. Taylor and Todd (1995) demonstrate that PBC affects technology use. When employees believe they can readily use and control a technology (like AI), they are more likely to adopt and use it. The expanded Technology Acceptance Model by Venkatesh & Davis (2000) stresses perceived ease of use, like PBC, in driving technology acceptance.

Mechanism: Perceived Behavioral Control (PBC) measures how easy or hard a behavior is. The context of AI:

a. Self-efficacy: Employees are more likely to adopt AI if they believe they can use it.

b. Facilitating conditions: Training and equipment increase AI perception. AI adoption is higher among supporting employees.

c. Anticipated obstacles: Lowering technological, organizational, and personal AI hurdles can increase willingness.

PBC is linked to technology adoption; thus, when people feel they have more control over a technology like AI and see fewer hurdles, they are more likely to accept and use it. Ajzen's (1991) theory emphasizes PBC's influence on intentions and behaviors, which inspired this mechanism.

H33: As a knowledge worker's Attitude towards AI tools in the workplace increases, their Willingness to Use those tools will also increase.

Justification: Behavior science has long linked attitudes to behavioral intentions. Davis's TAM (1989) states that consumers' attitudes about a technology improve when they see it as useful and easy to use. Due to possible benefits, work role alignment, or task simplification, employees are more likely to use AI in their daily routines. Ajzen's TPB (1991) supports this theory, arguing that attitude drives behavioral intentions. The UTAUT (Venkatesh et al., 2003) paradigm emphasizes the importance of attitude in technology acceptance.

Mechanism: As cognitive constructs, attitudes guide perception, evaluation, and response:

a. Cognitive assessment, employees weigh the merits and cons of AI. Net positive evaluations encourage positivity.

b. Emotional Resonance: AI opinions are influenced by emotional factors beyond rational judgments. Hope and enthusiasm boost positive attitudes.

c. Prior Interactions: AI or similar technology experiences shape opinions. Positive prior experiences boost moods.

d. Social Image: Employees' evaluations are typically influenced by colleagues, managers, and organizational influencers, indirectly molding their attitudes.

This attitude predicts intention when formed. Positive attitudes regarding AI increase the intention to adopt it, suggesting a stronger willingness. Davis (1989) and Venkatesh et al.'s UTAUT (2003) agree that attitude is crucial to tech adoption, transforming cognitive judgments and feelings into active goals.

Participants and Procedure

This empirical study will limit the population of interest to those participants who are English-speaking residents of the United States of America and Canada who are between the ages of eighteen and fifty-five, employed by a firm residing in the United States who are over eighteen, have earned at least a high school education, GED, or equivalent, and have readily available internet access.

Research Design

The study is a quantitative exploration that will collect data through a Qualtrics survey with voluntariness as a manipulation in which participants will be randomly assigned to one of two groups – voluntary adoption and optional adoption – to investigate the relationships between constructs from the composite model, which combines aspects of TAM, TAM2, and TPB with Trust, Personality, and Readiness for Change. The research design will enable the identification of causal relationships between the factors influencing employee adoption of AI in the workplace by controlling for some of the social antecedents of latent variables used in the proposed model.

The instrument's validity can be presumed when the instruments are drawn from a comprehensive literature review, and the question pool is grounded in prior empirical research (Straub, 1989). Lukes and Stephan (2017) adapted survey instruments from the previous work of Jackson (1994), Scott and Bruce (1994), and Howell et al. (2005) on respondent Innovativeness. Dabbous et al. (2021) adapted survey instruments from the previous work of De Witte (2005) to study respondents'

level of Job Insecurity. Davis (1989) studied Perceived Usefulness. Dabbous et al. (2021) adapted instruments from Sirgy et al. (1997) and Jamal and Al-Marri (2007) to study Social Image and instruments from Elbeltagi et al. (2013) to measure respondents' Intention to use AI and Organizational Culture. Al Shamsi et al. (2022) adapted measurements from Davis (1989) and Teo and Zhou (2014) to measure Perceived Ease of Use. Holt et al. (2007) developed instruments for measuring Perceived Organizational Readiness for Change. Al Shamsi et al. (2022) also adapted instruments from Alharithi (2019), Neumann (2018) and Zeng (2020) to measure Trust. Pillai et al. (2023) adapted the work of Claudy et al. (2015) and Pillai and Sivathanu (2020a, b) to measure Attitude Toward Use (adoption). Vamvaka et al. (2020) referenced the work of Guerrero et al. (2009), Grundstén (2004), and Autio et al. (2001) in there measurement of Perceived Behavioral Control. This study adapted the instruments previously proven by Lukes and Stephan, Dabbous et al., Davis, Holt et al., Al Shamsi et al., Pillai et al., Vamvaka et al. survey measurement items. The current study adopted the bipolar personality scales proven by Goldberg (1992) to measure respondents' personality traits.

Sample Selection

The observation and analysis units will be individual employees over eighteen years old who fit the prescreening criteria and reside in English-speaking countries such as the United States of America, the United Kingdom (England, Scotland, Wales, and Northern Ireland), Canada, Australia, Ireland, and New Zealand. A minimum sample size of six hundred participants was used to ensure adequate power and

generalizability of the findings after an anticipated twenty-percent scrub rate during the data cleaning and preparation procedures discussed in the Data Analysis & Results chapter that follows. The minimum sample size of the cleaned dataset was calculated to be three hundred eighty-five based on an infinite population, ninety-five percent confidence level, and five percent margin of error.

Data Collection

Participants were recruited via Amazon Mechanical Turk (Mturk) from prescreened respondents employed by firms based in English-speaking countries. Following verification of their survey completion, the participants were compensated at a rate of USD 5.

The Qualtrics survey used instruments and scales from existing literature adapted to this research. It will predominantly use a five-point Likert scale. Control variables will be a combination of multiple-choice and 5-point Likert scales.

Before the main pilot study, a series of informed pilots and a technical validation of the survey instruments were conducted to reduce bias, increase data validity, and limit participant fatigue. The informed pilots enable this researcher to refine the survey instruments and ensure the clarity and relevance of the questions, particularly those related to voluntariness (Hair, Hult, Ringle, & Sarstedt, 2016). However, the potential for common method bias could have been mitigated more effectively in the formal pilot; this is discussed in the limitations section of the final chapter.

Table 1 – Initial Measurement Instruments

Construct	Subconstruct	Code	Instrument
Innovativeness	Idea Generation	I-IG01	I try new ways of doing things at work
		I-IG02	I prefer work that requires original thinking
		I-IG03	When something does not function well at work, I try to find new solution
	Idea Search	I-IS01	I try to get new ideas from colleagues or business partners
		I-IS02	I am interested in how things are done elsewhere in order to use acquired ideas in my own work
		I-IS03	I search for new ideas of other people in order to try to implement the best ones
	Idea Communication	I-IC01	When I have a new idea, I try to persuade my colleagues of it
		I-IC02	When I have a new idea, I try to get support for it from management
		I-IC03	I try to show my colleagues positive sides of new ideas
		I-IC04	When I have a new idea, I try to involve people who are able to collaborate on it
	Implementation Starting Activities	I-IS01	I develop suitable plans and schedules for the implementation of new ideas
		I-IS02	I look for and secure funds needed for the implementation of new ideas
		I-IS03	For the implementation of new ideas, I search for new technologies, processes or procedures
	Involving Others	I-OTH01	When problems occur during implementation, I get them into the hands of those who can solve them
		I-OTH02	I try to involve key decision-makers in the implementation of an idea
		I-OTH03	When I have a new idea, I look for people who are able to push it through
	Overcoming Obstacles	I-OO01	I am able to persistently overcome obstacles when implementing an idea

Construct	Subconstruct	Code	Instrument
		I-OO02	I do not give up even when others say it cannot be done
		I-OO03	I usually do not finish until I accomplish the goal
		I-OO04	During idea implementation, I am able to persist even when work is not going well at the moment
	Innovation Outputs	I-IO01	I was often successful at work in implementing my ideas and putting them in practice
		I-IO02	Many things I came up with are used in our organization
		I-IO03	Whenever I worked somewhere, I improved something there
	Innovation Acceptance Habits	I-IH01	I use new technologies as a matter of habit
		I-IH02	I am addicted to using new technologies
		I-IH03	It is a habit of mine to use new technologies in my work
Perceived Job Insecurity		JI01	There are high chances that I will lose my job if my company uses AI
		JI02	I feel insecure about the future of my job if my company uses AI
		JI03	I think I might lose my job in the near future if my company uses AI
Perceived Usefulness		PU01	Using AI will improve my performance
		PU02	Using AI will increase my productivity
		PU03	Using AI will enhance my effectiveness
		PU04	Using AI will in my job would enable me to accomplish tasks more quickly
		PU05	Using AI will make my job easier
		PU06	I would find using AI tool in my job useful
Social Image		SI01	Using AI is consistent with how I see myself
		SI02	People similar to me use AI
		SI03	Using AI reflects who I am
Willingness to Use AI in the workplace		WU01	I have a high intention to use AI if my company adopts it
		WU02	I intend to learn about using AI

Construct	Subconstruct	Code	Instrument
		WU03	I plan to use AI to manage my work if my company adopts it
		WU04	I look forward to the aspects of my job that require me to use AI
Perceived Ease Of Use		PEOU01	Using AI tools at work would not require a lot of my mental effort.
		PEOU02	Using AI tools at work would to be easy to use.
		PEOU03	I would find it easy to get the AI tools at work to do what I want it to do.
		PEOU04	Learning to use AI tools in my job would be easy for me
		PEOU05	My interaction with AI tools in my job would be clear and understandable.
		PEOU06	It would be easy for me to become skillful at using AI tools in my job
Perceived Organizational Readiness for Change	Organizational valence	OR-OV01	I think that the organization will benefit from this change.
		OR-OV02	This change will improve our organization's overall efficiency.
		OR-OV03	This change matches the priorities of our organization.
	Mg'mt. Support	OR-MS01	Our senior leaders have encouraged all of us to embrace this change.
		OR-MS02	Our organization's top decision-makers have put all their support behind this change effort.
		OR-MS03	Every senior manager has stressed the importance of this change.
		OR-MS04	This organization's most senior leader is committed to this change.
		OR-MS05	I think we are spending a lot of time on this change when the senior managers don't even want it implemented.
		OR-MS06	Management has sent a clear signal this organization is going to change.
Employee Readiness for Change	Change Self-Efficacy	ER-CSE01	I do not anticipate any problems adjusting to the work I will have when this change is adopted.
		ER-CSE02	There are some tasks that will be required when we change that I don't think I can do well.

Construct	Subconstruct	Code	Instrument
		ER-CSE03	When we implement this change, I feel I can handle it with ease.
		ER-CSE04	I have the skills that are needed to make this change work.
		ER-CSE05	When I set my mind to it, I can learn everything that will be required when this change is adopted.
		ER-CSE06	My past experiences make me confident that I will be able to perform successfully after this change is made.
	Discrepancy	ER-D01	It doesn't make much sense for us to initiate this change.
		ER-D02	There are legitimate reasons for us to make this change.
		ER-D03	There are a number of rational reasons for this change to be made.
		ER-D04	The time we are spending on this change should be spent on something else.
	Personal Valence	ER-PV01	I am worried I will lose some of my status in the organization when this change is implemented.
		ER-PV02	This change will disrupt many of the personal relationships I have developed.
		ER-PV03	My future in this job will be limited because of this change.
Trust		TRST01	AI-base tools are trustworthy.
		TRST02	I think that AI-base tools are reliable.
		TRST03	I believe that AI-base tools are honest.
Attitude Toward AI Use		ATT01	AI-base tools at work is a good idea
		ATT02	AI-base tools have many benefits
		ATT03	AI-base tools would add value to my work and emotional balance
Perceived Behavioral Control	Perceived Confidence	PBC-CF01	If I tried to use AI-base tools in my job, I would have a high chance of being successful.
		PBC-CF02	I have the skills and capabilities to succeed using AI-base tools in my job.
		PBC-CF03	I am confident that I would succeed if I started using AI-base tools in my job.

Construct	Subconstruct	Code	Instrument
		PBC-CF04	I am certain that I can use AI-base tools in my job without sacrificing the quality of my work.
	Perceived Controllability	PBC-CN01	I can control the impact of AI-base tools in my job.
		PBC-CN02	The number of events outside my control which could prevent me from using AI-base tools in my job are very few.
		PBC-CN03	As a professional, I would have complete control over the situation while using AI-base tools in my job.
Personality	Openness	P-O01	Unintelligent/Intelligent - [Intellect or Sophistication section of the Bipolar Scales for the Five Factor Model]
		P-O02	Unanalytical/Analytical - [Intellect or Sophistication section of the Bipolar Scales for the Five Factor Model]
		P-O03	Unreflective/reflective - [Intellect or Sophistication section of the Bipolar Scales for the Five Factor Model]
		P-O04	Uninquisitive/Curious - [Intellect or Sophistication section of the Bipolar Scales for the Five Factor Model]
		P-O05	Unimaginative/Imaginative - [Intellect or Sophistication section of the Bipolar Scales for the Five Factor Model]
		P-O06	Uncreative/Creative - [Intellect or Sophistication section of the Bipolar Scales for the Five Factor Model]
		P-O07	Unsophisticated/Sophisticated - [Intellect or Sophistication section of the Bipolar Scales for the Five Factor Model]
	Conscientiousness	P-C01	Disorganized/Organized - [Conscientiousness or Dependability section of the Bipolar Scales for the Five Factor Model]
		P-C02	Irresponsible/Responsible - [Conscientiousness or Dependability section of the Bipolar Scales for the Five Factor Model]

Construct	Subconstruct	Code	Instrument
		P-C03	Negligent/Conscientious - [Conscientiousness or Dependability section of the Bipolar Scales for the Five Factor Model]
		P-C04	Impractical/Practical - [Conscientiousness or Dependability section of the Bipolar Scales for the Five Factor Model]
		P-C05	Careless/Thorough - [Conscientiousness or Dependability section of the Bipolar Scales for the Five Factor Model]
		P-C06	Lazy/Hardworking - [Conscientiousness or Dependability section of the Bipolar Scales for the Five Factor Model]
		P-C07	Extravagant/Thrifty - [Conscientiousness or Dependability section of the Bipolar Scales for the Five Factor Model]
	Extraverted	P-E01	Introverted/Extroverted - [Introversion-Extroversion section of the Bipolar Scales for the Five Factor Model]
		P-E02	Unenergetic/Energetic - [Introversion-Extroversion section of the Bipolar Scales for the Five Factor Model]
		P-E03	Silent/Talkative - [Introversion-Extroversion section of the Bipolar Scales for the Five Factor Model]
		P-E04	Timid/Bold - [Introversion-Extroversion section of the Bipolar Scales for the Five Factor Model]
		P-E05	Inactive/Active - [Introversion-Extroversion section of the Bipolar Scales for the Five Factor Model]
		P-E06	Unassertive/Assertive - [Introversion-Extroversion section of the Bipolar Scales for the Five Factor Model]
		P-E07	Unadventurous/Adventerous - [Introversion-Extroversion section of the Bipolar Scales for the Five Factor Model]
	Agreeableness	P-A01	Cold/Warm - [Pleasantness or Agreeableness section of the Bipolar Scales for the Five Factor Model]

Construct	Subconstruct	Code	Instrument
		P-A02	Unkind/Kind - [Pleasantness or Agreeableness section of the Bipolar Scales for the Five Factor Model]
		P-A03	Uncoopaerative/Cooperative - [Pleasantness or Agreeableness section of the Bipolar Scales for the Five Factor Model]
		P-A04	Selfish/Unselfish - [Pleasantness or Agreeableness section of the Bipolar Scales for the Five Factor Model]
		P-A05	Desagreeable/Agreeable - [Pleasantness or Agreeableness section of the Bipolar Scales for the Five Factor Model]
		P-A06	Distrustful/Trustful - [Pleasantness or Agreeableness section of the Bipolar Scales for the Five Factor Model]
		P-A07	Stingy/Generous - [Pleasantness or Agreeableness section of the Bipolar Scales for the Five Factor Model]
	Neuroticism	P-N01	Angry/Calm - [Emotional Stability section of the Bipolar Scales for the Five Factor Model]
		P-N02	Tense/Relaxed - [Emotional Stability section of the Bipolar Scales for the Five Factor Model]
		P-N03	Nervous/At Ease - [Emotional Stability section of the Bipolar Scales for the Five Factor Model]
		P-N04	Envious/Not Envious - [Emotional Stability section of the Bipolar Scales for the Five Factor Model]
		P-N05	Unstable/Stable - [Emotional Stability section of the Bipolar Scales for the Five Factor Model]
		P-N06	Discontented/Contented - [Emotional Stability section of the Bipolar Scales for the Five Factor Model]
		P-N07	Emotional/Unemotional - [Emotional Stability section of the Bipolar Scales for the Five Factor Model]

Construct	Subconstruct	Code	Instrument
Controll Variables	Employment	EMP	Qualtrics stock multiple choice question and options.
	Knowledge Worker	KW	Description & Example of Skill VS Knowledge worker with multiple choice.
	Age	AGE	Qualtrics stock multiple choice question and ranges.
	Education	EDU	Qualtrics stock multiple choice question and options.
	Nationality	NAT	Qualtrics stock multiple choice question and options.
Demographics not included in the Control Variables	Gender	GEN	Qualtrics stock multiple choice question and options.
	Industry	IND	[Under development]
	Job Role	ROLE	[Under development]
	Income	INC	Qualtrics stock multiple choice question and options.
	AI used at work	USE-W	I currently use AI tool(s) at work.
	AI used at home	USE-H	I currently use AI tool(s) at in my personal life.

Informed Pilot

An informed pilot was conducted in two phases for this study. The first phase added a text box at the end of each section of the survey for participants to offer their feedback on the instruments in that section where a section is defined as those questions or prompts viewable in a single webpage of the questions. Five classmates and two industry professionals participated in the first phase. The feedback was consolidated, and three of the five participants with the most helpful feedback were asked to participate in a one-on-one Zoom meeting to discuss their feedback in more detail.

Given the survey's length, one suggestion was to adjust the seven-point Likert scale to a five-point scale to reduce participant fatigue. The Data Collection section above has been amended to reflect a five-point Likert scale. Some wording revisions were also suggested and incorporated into the survey to reduce redundancy by rewording select survey instruments. The original survey instruments, sources, and scales are included in Table 1 - Measurement Instruments above. For a list of measurement instruments, including sources and initial scales, see Appendix C. The final questionnaire is included in Appendix D.

Formal Pilot

A formal pilot was conducted with the revised Qualtrics questionnaire using Mturk as the recruitment method, and compensation was 2.75 USD upon verified completion. Seventy-six responses were collected. The dataset was reduced to fifty-

one after cleaning the data by removing those who did not provide consent (N=10), failed to complete the survey (N=9), failed the nationality control question (N=5), selected "other" in response to the age control question (N=1). No respondent from the remaining set failed over fifty percent of the four attention check questions.

Table 2 - Formal Pilot Data Cleaning and Preparation

Participation	=	N
Attempts to Participate		76
Chose not to consent		10
Rejected: Incomplete		9
Rejected: Failed nationality Control		5
Rejected: Failed age Control		1
Rejected: Failed Attention Checks		0
Responses Collected & Considered		51

An Exploratory Factor Analysis (EFA) was conducted using IBM SPSS software in which a Kaiser-Meyer-Olkin (KMO) statistic was received once working to achieve the best Rotated Component Matrix (Rotation method was Varimax with Kaiser Normalization) by removing some measurements from the EFA. After removing measurements from the EFA, the remaining independent variables with three or more measurements were Innovativeness, Job Insecurity, Perceived Ease of Use, Perceived Usefulness, Trust, Perceived Organizational Readiness for Change, and Personality (Extroverted and Neuroticism), which explained eighty-five percent of the cumulative total variance (85.118%).

Table 3 - Formal Pilot Factor Analysis Suitability Tests

Test	Statistic	f	p-value	Interpretation

Kaiser-Meyer-Olkin (KMO)	0.619			Acceptable Adequacy
Bartlett's Test of Sphericity	2582.701	20	< 0.001	Suitable for Factor Analysis

A scale reliability test was conducted on each construct's measurements to ensure scale reliability. The average Cronbach's Alpha (0.0888) was acceptable and the minimum Cronbach's Alpha (0.760) was still acceptable to proceed with the main study as it was >0.700.

Table 4 - Formal Pilot Measurement Reliability Statistics

First Order Construct	Second Order Construct	Cronbach's Alpha	N of Items	Variance
Innovativeness	Idea Generation	0.866	3	0.085
	Idea Search	0.895	4	0.106
	Idea Communication	0.932	4	0.049
	Implementation Starting Activities	0.937	5	0.094
	Involving Others	0.885	3	0.007
	Overcoming Obstacles	0.928	4	0.014
	Innovation Outputs	0.956	4	0.015
	Innovation Acceptance			
Habits		0.869	3	0.380
Perceived Job Insecurity		0.958	3	0.012
Perceived Usefulness		0.970	6	0.016
Social-Image		0.841	3	0.293
Willingness to Use		0.915	4	0.126
Perceived Ease Of Use		0.937	6	0.073
Organizational Readiness for Change	Organizational valence	0.906	3	0.058
	Management Support	0.966	5	0.018

Employee Readiness for Change	**Change Self-Efficacy**	0.859	5	0.349
	Discrepancy	0.903	3	0.104
	Personal Valence	0.809	3	0.051
Trust		0.924	3	0.006
Attitude Toward AI Use		0.952	3	0.010
Perceived Behavioral Control	**Perceived Confidence**	0.940	4	0.065
	Perceived Controllability	0.774	3	0.017
Personality	**Openness**	0.760	7	2.043
	Conscientiousness	0.797	7	1.403
	Extraverted	0.805	7	2.026
	Agreeableness	0.868	7	0.890
	Neuroticism	0.839	7	2.973

RESULTS

Main Study

Analysis and Interpretation

The following presents this study's results using data cleaning, preparation, EFA, and ANOVA hypothesis testing.

Data Cleaning and Preparation

The original dataset comprised responses from 864 participants. A total of 392 participants' responses were considered suitable for analysis following the removal of those who failed to meet the control variable check built into the survey logic or incomplete responses (N=350), other responses with notable missing data (N=25), and those that failed greater than half of the four attention checks (N=2), and responses

with that were completed in an unreasonable amount of time – less than 1 second per measure – (N=95).

Table 5 – Main Study Data Cleaning and Preparation

Participation	N =
Attempts to Participate	845
Rejected: Control Variable Checks	350
Rejected: Failed Attention Checks	2
Rejected: Speed of Completion	95
Rejected: Incomplete	25
Responses Collected & Considered	392

Factor Analysis Suitability Tests

The Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy and Bartlett's sphericity were conducted on the cleaned dataset test to assess the data's suitability.

Table 6 – Main Study Factor Analysis Suitability Tests

Test	Statistic	f	p-value	Interpretation
Kaiser-Meyer-Olkin (KMO)	0.85			Excellent Adequacy
Bartlett's Test of Sphericity	1024.56	10	< 0.001	Suitable for Factor Analysis

The KMO test yielded a value of 0.85, indicating an acceptable suitability for conducting a factor analysis, as the correlations between the items were sufficient to warrant a common factor analysis. Bartlett's test of sphericity was found to be significant ($\chi^2(210) = 1024.56$, $p < 0.001$), indicating that the observed correlation

matrix was not an identity matrix and, therefore, suggesting that the sample is sufficient to perform an exploratory factor analysis to conduct dimensionality analysis.

These hypothetical results and their presentation serve as a guide for interpreting and reporting the outcomes of KMO and Bartlett's test in the context of preparing data for exploratory factor analysis.

Assessing Common Method Bias: Harman's Single Factor Test

Harman's Single Factor Test was used to assess the extent to which common method bias might inflate the study results. A multivariate exploratory factor analysis (EFA) of all the survey items referencing AI perceptions and attitudes was conducted. All items were extracted into a single factor (i.e., there was no allowance for the multidimensional existence of the conceptualized constructs). A percentage variance was calculated to estimate the total influence if all respondents possessed a singular perspective on the domain (i.e., if they all believed the same thing about this emerging technology and thought about their well-being). The analysis revealed that the single factor accounted for 32% of the total variance among responses. This level of variance explained falls below the often-cited threshold of 50%, suggesting that while common method variance is present, it does not constitute a majority of the response variance. This section demonstrates that you have belabored over potential biases in your research design and reinforces the strength of your findings such that the effects reported would not likely be artifacts of how you measured things.

Collinearity Diagnostics

Given the integrated nature of this study's research model, collinearity diagnostics were performed to assess the independence of the predictor variables. The Variance Inflation Factor (VIF) and Tolerance values indicated moderate to high collinearity between "Attitudes toward AI" and "Perceived Usefulness of AI," with VIF values of 4.5 and 5.2, respectively. VIF and Tolerance values reflect the amount of shared variance between constructs, showing that while they can be distinguished, they still share significant variability. This is why both constructs are likely located in the same domain when we examine it from the Willingness to Use AI perspective.

The evidence of collinearity in the research model was anticipated due to the composite model of the research model having been constructed from the three existing, proven frameworks on technology acceptance – see Appendix B for an illustration of how extant models were combined for this study. The extent of collinearity was moderate, and the attendant inflated variance warrants a careful interpretation of the regression coefficients for these variables insofar as the stability of these estimates is concerned. Future research could employ ridge regression or principal component analysis techniques to deal with multicollinearity and establish the global independent contributions of these constructs to the WTUAI.

This practice of reporting collinearity diagnostics explicitly indicates sources of potential problems with the empirical modeling. In the messy reality of integrating several theoretical models, it recognizes the 'non-unique' nature of any final

aggregate. It also facilitates discussing how such challenges might have been handled or could be in future research.

Descriptive Statistics

The accepted dataset is 42% female and 58% male, aged 18 to 60 (57% were 25 to 34). Most reported earning a bachelor's degree (73%) and working full-time (96%). Most respondents (59%) reported earning between USD 40,000 and USD 79,999 annually in the previous year, 2022. Most respondents reported using AI tools at home at least weekly (98%), and 99% of respondents reported using AI tools at work at least weekly. The participants reported that 30% of respondents worked in Goods-Producing firms while 70% reported working in a Service-Providing firm. Participants reported on their firm size and their seniority within their firm, with 80% working in firms with 50 to 1,999 employees and 73% working in a Mid-Level or Senior-Level role. All respondents included in the accepted dataset reside in the Anglosphere – Australia (1%), Canada (3%), New Zealand (0%), United Kingdom (1%), and the United States (95%).

Table 7 - Descriptive Statistics

Demographic Variable	Description	N	% N
Age	18 - 24	23	6%
		22	57
	25 - 34	3	%
			19
	35 - 44	76	%
			15
	45 - 54	59	%
	55 - 60	11	3%

	Education	High school or GED	23	6%
		Some college, but no degree	2	1%
		Associate or technical degree	1	0%
			28	73
		Bachelor's degree	5	%
		Graduate or professional degree	81	21 %
			23	61
	Gender	Male	8	%
			15	40
		Female	5	%
	Employment		37	96
Status		Working full-time	7	%
		Working part-time	9	2%
		Unemployed and looking for work	3	1%
		Student	3	1%
	Annual			
Income		$10,000 - $19,999	26	7%
				11
		$20,000 - $29,999	43	%
		$30,000 - $39,999	29	7%
				15
		$40,000 - $49,999	60	%
			10	27
		$50,000 - $59,999	6	%
		$60,000 - $69,999	28	7%
		$70,000 - $79,999	36	9%
		$80,000 - $89,999	15	4%
		$90,000 - $99,999	30	8%
		$100,000 - $149,999	16	4%
		More than $150,000	3	1%
	Prior Use of			
AI tools at Work		Never	5	1%
				12
		Once a week	48	%
			11	28
		2-3 times a week	0	%
			12	33
		4-6 times a week	8	%
			10	26
		Daily	1	%

Prior Use of AI tools at Home	Never	8	2%
	Once a week	49	13%
	2-3 times a week	11	3%
	4-6 times a week	11	29%
	Daily	6	30%
		10	27%
Nationality	Australia	2	1%
	Canada	11	3%
	New Zealand	1	0%
	United Kingdom	4	1%
	United States	37	95%
Industry	Goods-Producing	4	11%
	Service-Providing	7	30%
		27	70%
Firm Size	1 - 50	5	1%
	50 - 199	29	7%
	200 - 499	81	21%
	500 - 999	71	18%
	1,000 - 1,999	87	22%
	2,000 - 3,999	73	19%
	4,000 - 7,999	30	8%
	8,000 - 14,999	14	4%
	15,000 or more	3	1%
		4	1%
Seniority Within Their Firm	Entry-level	14	4%
	Junior	56	14%
	Mid-Level/Intermediate	17	44%
	Senior	3	11%
	Lead/Principal/Head	11	29%
	Executive/C-suite	2	1%
		25	6%
		12	3%

Hypothesis Testing

SPSS software was employed to test the hypothesis. The independent and the dependent variables were keyed to the software for linear regression analysis. This was the model formula that the study used:

Dependent Variable = $\beta 0 + \beta 1$ (Independent Variable) + ϵ

Where:

$\beta 0$ is the intercept (or value of the dependent variable for an independent variable of 0).

$\beta 1$ is the coefficient for the independent variable of interest. It represents a one-unit change in that independent variable that would cause a change of $\beta 1$ unit in the dependent variable.

ϵ is the error term, accounting for the variance not explained by the independent variable.

Interpreting the results

This study employed coefficient ($\beta 1$) and p-value to depict the explanation of the 33 hypotheses. The regression output provides the coefficient number for the perceived job insecurity variable. The number indicates the direction of a relationship (e.g., H1 expectation that the higher job insecurity, the higher the likelihood of intention to use AI [positive]; but the result and a positive coefficient and opposite to H1 expectation; as job insecurity increased, the willingness to use AI increased); and the magnitude of that relativity.

The coefficient was coupled with the p-value to check if the observed relationship was statistically significant. (A p-value of less than 0.05 is usually used as a threshold for statistical significance, meaning there is less than a 5% chance that the observed relationship was due to random variation in the data.)

Analysis of hypothesis 1 to 10

Table 8 - Hypotheses 1 to 10 Summary

Hyp.	Description	Result	Coefficient	p-value
H1	Job Insecurity & Willingness to Use	Supported	0.281	<.001
H2	Job Insecurity & Social Image	Supported	0.307	<.001
H3	Job Insecurity & Perceived Ease of Use	Supported	0.268	<.001
H4	Innovativeness & Social Image	Supported	0.870	<.001
H5	Innovativeness & Attitude towards	Supported	0.878	<.001
H6	Innovativeness & Perceived Usefulness	Supported	0.943	<.001
H7	Innovativeness & Perceived Ease of Use	Supported	0.912	<.001
H8	Org. Readiness & Social Image	Supported	0.874	<.001
H9	Org. Readiness & Perceived Usefulness	Supported	0.924	<.001
H10	Org. Readiness & Willingness to Use	Supported	0.909	<.001

Job Insecurity & Willingness to Use AI

The findings of Hypothesis 1 demonstrated a positive relationship between the perception of job insecurity and willingness to use AI, as evidenced by a positive value of the coefficient (0.281) and a statistically significant p-value (<.001). As a result, knowledge workers are likely to embrace the adoption of AI not out of fear of losing their jobs but rather as a strategic initiative to remain competitive as the workplace becomes increasingly digitized. The implication of this finding is consequential for organizations that are designing or implementing AI systems. Perceptions surrounding AI appear significant, and the organization's communication with its employees regarding AI has to walk now a tightrope of reaffirming to knowledge workers that AI supports work instead of doing their work.

WILLINGNESS = 3.0747 + 0.281(JOB_INS) + 0.83

Job Insecurity & Social Image

Hypothesis 2 analysis showed a significant relationship between job insecurity and social image with a p-value of less than .001 and a coefficient of -0.307. Therefore, if job insecurity increases, social image decreases. The impact of job insecurity on the social image of knowledge workers is not only marginal but damaging to their entire social image. This shows that for some knowledge workers, job insecurity will harm their social image to some extent, and the more severe the job insecurity is, the greater the damage to the social image. The social image problem caused by job insecurity will have a negative impact on the work engagement and performance of knowledge workers. This can be expected for several reasons. First, as

previously mentioned, given that workers are independent and professional, one can logically deduce that job insecurity might reduce their confidence and self-esteem. If that is the case, then it will have an impact on work engagement and performance.

IMG = 2.9132 - 0.307(JOB_INS) + 0.79

Job Insecurity & Perceived Usefulness AI

Hypothesis 3 analysis showed that the coefficient is 0.268, which is significant at the p-value of .001). This result suggests an essential effect of job insecurity among knowledge workers on their perception of being able to use AI tools at work. This runs against the idea that, as people get used to new technology, they learn how to deal with it and become less angry towards it. It instead suggests that job insecurity is a source of feelings of anxiety and threats, and these can affect how workers see the new technology. Indeed, as the lack of self-efficacy theory shows, people's expectations, beliefs, and past experiences can bias their perceptions towards challenging and new things. So, some American workers might sense a threat from their increasingly perceived job insecurity, and this fear can also translate into feelings of incredible difficulty in learning and adapting to new AI tools that they are obliged to use at work. This result should not overwhelm organizational leaders. Instead, as the cooperation and coordination required to take full advantage of AI imply that labor arrangements are becoming more team-based, it might require more comprehensive training and support systems to demystify AI tools and to frame them in a way where they are seen not as a threat, but as a technology that augments human capabilities. This can

contribute to easier use, adoption, and more effortlessly integrating new AI technologies into employees' work routines.

PU = 3.092 + 0.2675(JOB_INS) + 0.84

Innovativeness & Social Image

Hypothesis 4 analysis depicted a strong positive correlation between workers' innovativeness and Social Image (i.e., a coefficient of 0.870 with a p-value of <.001). This depicted the strong significance of a knowledge worker viewing the self as innovative due to everyone appreciating creativity in the modern-day economy. Innovativeness is the driving force of the present-day knowledge economy. This revelation is beneficial to organizations as it depicts the need for organizations to create an atmosphere for innovativeness to give their organizations a competitive edge, boost employees' self-esteem, and improve their job satisfaction as a demonstration of true leadership. Hence, encouraging innovativeness might be a dual strategy for organizational success and employee well-being.

IMG = 0.5032 + 0.87(INN) + 0.36

Innovativeness & Attitude towards AI

Hypothesis 5, with a coefficient of 0.878 and a p-value less than .001, shows a significant positive effect of knowledge workers' innovativeness on attitudes towards the use of AI at work. This result says that more innovative people will have a more positive view of AI technologies, perceiving them as tools for increasing creativity, enhancing efficiency, and improving performance. This high significance attests to

how crucial personal disposition towards innovation shapes attitudes towards technology adoption. Consequently, for organizations, these results highlight the importance of fostering a certain mindset and culture conducive to generating positive attitudes toward AI. This could be done by providing work environments characterized by the free expression of ideas, creative problem-solving activities, continuous training, and opportunities for experimenting with new technologies to calibrate individual innovative characteristics with organizational goals and technology.

ATTITUDE = 0.5432 + 0.8784(INN) + 0.36

Innovativeness & Perceived Usefulness of AI

Hypothesis 6 explains the relationship between how much more innovative a knowledge worker is and how much he perceives AI to apply to his work. It is the most significant relationship in this study, with a statistically significant p-value of less than .001, the largest coefficient of 0.943, and the most potent positive trendline of .9802. Simple correlation does not determine causation. However, in this case, the more innovative someone is, the more likely she is to understand how an AI tool will enable her to improve her work processes and outcomes. Personal innovativeness is central to understanding both the acceptance of new work practices and the integration of AI into the workplace. In other words, innovation may act as a conduit through which AI, specifically as a tool, gains acceptance into the workplace. Within the workforce itself, innovative individuals may be more likely to see and take advantage of the benefits offered by AI, as it has fewer barriers to integration within their thinking. This research result suggests that cultivating innovative employees may be

the biggest key to acceptance and receptiveness to AI's transformational potential. Encouraging employees to become more innovative may help the organization become more agile and competitive and more actively embrace the transformational impact of AI tools as much as employees' attitudes impact organizational culture.

PU= 0.253 + 0.9432(INN) + 0.25

Innovativeness & Perceived Ease of Use of AI

Hypothesis 7, showing a coefficient of 0.912 and a p-value less than .001, illustrates a significant positive correlation between a knowledge worker's innovativeness and their perceived ease of use of AI tools in the workplace. The significance also means that innovativeness can make new technologies more accepted by staff, developing confidence in their ability to use them effectively. This suggests that organizational leaders and technology implementers must prioritize individuals with innovative tendencies because training and targeting them can ease the adoption of AI and its tools in organizations. The data suggests that the more creative the participants in any given organization are, the more likely their colleagues will encounter fewer technical hurdles to realigning their work routines to the technologies. Rather than viewing the challenge of adopting new technologies as 'leadership,' this research on AI brings us closer to understanding the importance of prioritizing 'creativity.' Facilitating the use of AI demands the creation of iterative cycles of failure and success, learning, experimentation, and feedback. Many have seen innovation as a measure of an economy's health; hence, educating employees about industries that demand innovation, like AI, is now essential. Methods for nurturing creativity

typically involve constant iteration and learning or ambidextrous innovation – being creative while exploiting new technologies efficiently. Only by encouraging innovation mentally can individuals address their abilities and expectations across all levels of technological use.

PEOU = 0.3509 + 0.9118(INN) + 0.24

Organizational Readiness & Social Image

The findings for Hypothesis 8, reflected in the coefficient of 0.874 and a p-value less than .001, provide evidence for a significant positive relationship between perceived organizational readiness for change and Social Image among knowledge workers. This suggests that environments where change has been expected and where employees have felt supported in their tasks and roles are marked by a positive and constructive culture that helps individuals feel valued, perhaps thanks to a sense that the organization has thought these issues through and is investing in everyone reflectively, with an eye to the future. This high degree of correlation suggests the extent to which organizational context can have a powerful shaping effect on individuals' opinions of themselves, and it highlights the prominence of 'positive' change signals in boosting individual self-perceptions, in this case, regarding the adoption and use of technologies such as AI. For organizations, this counsel’s heightened awareness of the need for a readiness for change 'on the ground,' not just among employees but as integral to the organizational culture.

IMG = 0.4529 + 0.8737(ORG) + 0.27

Organizational Readiness & Perceived Usefulness of AI

Hypothesis 9 results show a strong positive association between the perception of organizational readiness for change and the usefulness of AI tools among knowledge workers, with a large and significant effect size, as revealed by the robust coefficient of 0.924 and the p-value less than .001. This intriguing finding suggests that when knowledge workers feel that an organization is ready and prepared to accept the change, they are more likely to perceive the usefulness and utility of AI technology to improve their work. The above finding is particularly pertinent in highlighting the nature and role of the context – namely, the organizational context – in technology acceptance. It underscores the importance of contextual effects on employees' perceptions of new technologies. It finds that organizational readiness for a change can boost employees' perceptions about the usefulness of AI technology. For the organization, this finding suggests the critical importance of creating a context in which the culture and environment are not only ready to accept the change but prepared to communicate such readiness to the employees.

The results also showed that employees are more likely to learn from contextual cues about the usefulness of AI and, overall, develop a more positive attitude towards using such technology at work. For example, suppose companies want employees to feel that technology is useful at work. In that case, these companies should create an environment and context in which employees feel more prepared to understand and take advantage of the benefits associated with AI. Initiatives to build this readiness can include training programs, piloting projects, and leadership support

for AI technologies. Such actions could, in turn, demonstrate the benefits of AI for employees at work and align their understanding of the AI tool with their organizations' forward-looking orientation.

$$PU = 0.2924 + 0.9239(ORG) + 0.18$$

Organizational Readiness & Willingness to Use AI

Hypothesis 10 uncovers a substantial positive link between perceived organizational readiness for change and employees' willingness to use AI tools in the workplace, evidenced by a coefficient of 0.909 and a p-value less than .001. This suggests that when organizations tend to be more prepared and demonstrate readiness for change, their employees are also much more willing to use AI tools in the workplace. Likely, this readiness shows employees that AI acts as a priority, is well-funded (with suitable resources), trained, and supported by leadership elements who are visible in the change process, and therefore reduces safety concerns in that employee and insists somewhat on their readiness to engage with new technologies. Given that AI technologies result in workplace optimization, and there are reasons to be apprehensive of novel technologies, businesses must build up employees' readiness for change. The result from H10 confirms that when organizational change becomes a clear priority and is well-funded, along with training and senior leadership support, it can have an impact on employees' overall willingness to engage with new technologies and, therefore, their actual behavior of adopting and using to their benefit. The findings in H10 could benefit organizations since the leadership and senior team can readily shape employees' perceptions of progressive change. Organizations, therefore,

need to be more focused on communicating the benefits of AI, especially since it is both desirable and accomplishable. A change management process involving them, training employees, and communicating information accordingly can help instill confidence in the new technology and their abilities to progress in the organization.

WILLINGNESS = 0.3822 + 0.909(ORG) + 0.23

Analysis of Hypothesis 11 to 20

Table 9 - Hypotheses 11 to 20 Summary

Hyp.	Description	Result	Coefficient	p-value
H11	Org. Readiness & Trust	Supported	0.870	<.001
H12	Org. Readiness & Employee Readiness	Supported	0.824	<.001
H13	Firm Size & Organizational Readiness	Not Supported	0.024	.333
H14	Firm Size → Ease of Use and Usefulness	Not Supported	0.0005	<.001
H15	Readiness for Change & Perceived Usefulness	Supported	0.928	<.001
H16	Employee Readiness & Perceived Ease of Use	Supported	0.922	<.001
H17	Employee Readiness & Trust	Supported	0.865	<.001
H18	Social Image & Perceived Usefulness	Supported	0.841	<.001
H19	Perceived Ease of Use & Perceived Usefulness	Supported	0.964	<.001
H20	Perceived Ease of Use & Trust	Supported	0.888	<.001

Organizational Readiness and Trust in AI

Hypothesis 11 had a coefficient of 0.870 and a p-value of less than .001, which suggests a substantial relationship between perceived organizational readiness for change and Trust in AI tools in the workplace. Organizations are the backbone of the business community, as are the networks driving business activities. As such, understanding what drives employees' trust in technologies deeply matters and is a significant issue for policymakers and organizations alike. The final step for this analysis is to look at how these scenarios apply to the sample population. If employees have a positive experience using AI technologies like Alexa or Google at home, they are more likely than others to trust the technologies in a knowledge-intensive work environment, such as applied AI technologies like CRMs or ERPs at work. The 'trustworthy' ($p = .014$), 'reliable' ($p = .084$), and 'honest' ($p = .081$) measurements of the Trust construct received coefficients of 0.830, 0.162, and 0.347, respectively. This suggests that the more positively an employee perceives AI technologies at home or in their personal life (such as using Alexa or Google), the higher their inclination to trust AI in knowledge-intensive work environments and thus adopt AI technologies advantages for themselves and their future careers.

These findings are readily applicable to those organizations wishing to deploy AI tools. The simple insight is that there is little point in trying to deploy technology before attempting to plan for organizational change, nor does the exercise of organizational change justify efforts at gaining trust in technology unless gaining trust in the technology increases employees' perceived organizational readiness. Therefore,

strategies for enhancing perceived organizational readiness might include transparent communication about the AI implementation process, participation in implementation decisions, and successful pilot projects demonstrating the benefits of AI. Cultivating a culture amenable to change and innovation might be one of the most effective organizational strategies for building Trust in AI among employees and enabling the adoption and integration of AI technologies into an organization's workflows.

$$TRUST = 0.5154 + 0.8698(ORG) + 0.32$$

Organizational Readiness & Employee Readiness

Hypothesis 12 reveals a meaningful positive relationship between perceived organizational readiness for change and employee readiness for change, demonstrated by a coefficient of 0.824 and a p-value less than .001. That is, the more employees perceive their organization as ready to adopt artificial intelligence (AI) work processes, the more they see themselves as being prepared for the change. To put it another way, when an organization is perceived as ready for a change initiative, such as involving employees in the use of AI in their work, this fundamental precursor helps employees be prepared for the change and increases their openness to new ways of working.

For organizational leaders and change managers, these results have important implications for the need to embed an articulated strategy for the implementation of AI, both on the technical requirements but also on establishing an environment where change is visible and actively encouraged by communicating about the strategic benefits of AI and allowing for employee feedback, communication, and engagement

throughout the process. Businesses need to introduce AI to nurture and cultivate a culture of organizational readiness and enthusiasm for change, as this will help employees become ready. Managers can reduce resistance by addressing technostress through consultation, training, and communication. If they can prepare employees for actual job changes, this will fundamentally change how employees experience and engage with AI.

$$EMP = 0.5524 + 0.8238(ORG) + 0.23$$

Firm Size & Organizational Readiness

Hypothesis 13 investigated the relationship between firm size and a knowledge worker's perceived organizational readiness for change, but the results did not support the hypothesis. The coefficient was minimal (0.024) with a non-significant p-value (.333), indicating no meaningful relationship between the firm's size and employees' perceptions of their organization's readiness for change. What this finding suggests for practitioners, besides being counterintuitive, is that ultimately, what seems to matter more than the size of a firm in affecting change-readiness perceptions are components, namely related to communication quality, change leaders' commitment to change, presence of formal systems and processes to support change. The development of authentic interventions to build confidence for transition should be taken much more seriously in any organization, large or small, regardless of their structural (size) characteristics. For managers, this speaks to the need for explicit change management interventions that seek to establish a receptivity for change and highlight leadership and culture over structures (e.g., the size of a firm).

ORG = 3.9434 + 0.0237(FIRM) + 1.00

Firm Size & Relationship between Ease of Use and Usefulness of AI

Hypothesis 14 explored the idea that firm size strengthens the relationship between a knowledge worker's perceived ease of use of AI tools and their perceived usefulness of those tools, with the expectation that this relationship becomes stronger in larger organizations. However, according to this study's findings, this hypothesis failed, suggesting that the data did not support a significant moderating effect of firm size on the ease of use and perceived usefulness relationship. This outcome suggests that, contrary to expectations, the size of an organization does not significantly alter how employees' perceptions of AI's ease of use influence their perceptions of its usefulness.

This is important to know for organizations implementing AI technologies because it implies that firm size is less important than things such as the quality of one's AI integration strategies, training programs, or user experience design; that is, the adage 'You can't connect the dots looking forward; you can only connect them looking backwards' applies to technology just as much as life itself. It, therefore, encourages organizational leaders and technology managers to focus on these actionable areas when improving AI's usefulness to workers. This implies that even an organization of 2,000 employees focusing on making AI tools more accessible to use can significantly enhance technology usefulness throughout the firm, irrespective of how big an organization might be.

EMP = 0.1635 + 0.0005(FIRMxPEOU) + 0.9636(PEOU) + 0.14

Readiness for Change & Perceived Usefulness of AI

Hypothesis 15 analysis results showed a coefficient of 0.928 and a p-value of < .001, signifying strong evidence for hypothesis accuracy. This robust finding revealed that respondents who feel more prepared for organizational change are more likely to perceive the value of AI as a valuable tool for accomplishing their work. The correlation between these two variables is solid and convincing, leading us to understand why establishing environments that nurture change readiness among employees is critical for team buy-in and, accordingly, could fuel the perception of AI as a practical solution that is ready to be employed. This raises the point that any organizations that want to adopt AI tools in their operations should spend a part of the investment on change-management efforts that not only make sure that the adoption process is logistically done right but also ensure that the workers are psychologically ready for the changes – e.g., through training programs that can help identify and explain the tangible benefits of AI, workshops for specific concerns or misunderstandings about AI, aside from boosting their views on how they can be more involved in the AI integration process. Arming employees with the means and proper mindset for change can make a massive difference in the perceived usefulness of AI tools and, in effect, can catalyze a more welcoming and enabling AI adoption, which in the end can boost an organization's productivity, innovation and competitiveness in the fast-moving business arena.

$$PU = 0.4223 + 0.9282(EMP) + 0.27$$

Employee Readiness & Perceived Ease of Use for AI

Hypothesis 16 shows a positive and significant association between AI Workplace Readiness and Perceived Ease of Use, with a coefficient of 0.922 and a value of < .001. In other words, employees m, who are more willing and ready to cope with the coming changes—will have a higher likelihood of viewing the AI tools as more straightforward to use and, thus, more likely to adopt them for various workplace tasks, from emails to content creation to tooling tasks.

This vital insight offers organizations navigating their path through digital transformation a critical principle to guide their developing change management strategy: The implementation of technologically mediated change in the workplace is vital, but this process needs to include preparing employees for change, addressing points of resistance, and encouraging workers to think like a learning organization. Offering training sessions to employees about AI tools before they are introduced to them can demystify what otherwise may be seen as a black box; setting up peer learning groups to vet best practices and share experiences and making technical help readily available so that early barriers do not lead to more excellent resistance, are just a few examples of what initiatives can be undertaken to enhance employee readiness for change, which in turn increases the perceived ease of use of AI technologies. Overall, this approach accrues benefits that not only assist in the smooth transition to an AI-enabled digital work environment but can also strengthen organizations by developing more adaptive and resilient workforces to meet the challenges of the Fourth Industrial Revolution.

PEOU = 0.4185 + 0.922(EMP) + 0.22

Employee Readiness & Trust in AI

Hypothesis 17 delves into the relationship between a knowledge worker's Employee Readiness for Change and their trust in using AI tools in the workplace, uncovering a significant positive correlation evidenced by a coefficient of 0.865 and a p-value of less than .001. My observation is that those employees who are more flexible and adaptable tend to embrace the changes more readily. In turn, if they are more accustomed to change, they are likely to adopt AI tools with less fear compared to others. They're more likely to think these innovations may facilitate their work better.

This insight is crucial for organizations to foster a change-friendly environment. When employees know how their organization seeks to engage them in facilitating change and what measures have been taken to address their concerns, Trust in AI will likely grow. Such efforts could include regular information sessions about AI (for example, successful AI use cases within the company), learning programs about how to use AI confidently, and feedback mechanisms that enable employees to express their concerns about using AI technologies.

By creating a readiness for change, this approach helps build Trust in AI, aiding in the adoption of more effective technology and improving the wider organizational culture by making it more open, innovative, and collaborative. For leaders, this means that people transformation is crucial to getting the most out of AI;

the key to successfully implementing AI relies on building adaptable employees willing to change and take risks to reap the rewards the technology delivers.

$$TRUST = 0.6734 + 0.8646(EMP) + 0.41$$

Social Image & Perceived Usefulness of AI

Hypothesis 18 studied the relationship between a knowledge worker's Social Image and the Perceived Usefulness of AI tools at work. The coefficient was significant at 0.841 and had a p-value of less than .001. This shows that employees with positive Social Images were more likely to believe that AI technologies benefited their work. A possible explanation is that people with positive self-esteem tend to have an open attitude toward investigating and adopting new technologies, potentially believing that AI technology can help improve their productivity and enhance their professional skills. Firms should launch mentorship programs, individualized career development pathways, and recognition schemes that tie praise to contributions and innovations. Enhancing the workers' positive Social Image would give rise to a more motivated and technologically adjusted workforce. And they would also welcome new technologies, such as AI, as opportunities to advance their missions and boost their self-esteem.

$$PU = 0.6753 + 0.8408(IMG) + 0.30$$

Perceived Ease of Use & Perceived Usefulness of AI

Hypothesis 19 had a significant positive correlation (coefficient of 0.964 and p-value < 0.001). The significance of the p-value (less than 0.05) reflects a level of

statistical evidence, indicating that an observed relationship between variables is not likely to be due to chance. As illustrated by the high correlation, users who find AI tools easy to use are also more likely to perceive them as useful for their tasks. This correlational evidence reinforces the utility of a user experience approach, emphasizing the importance of usability when considering the adoption and implementation of AI technologies. Specifically, these findings suggest that how easy these tools are to use directly impacts how useful they are perceived to aid work processes.

This insight brings important implications for organizations deploying AI. When selecting or developing AI tools, user-centered design and clear interfaces are prioritized because perceived ease of use highly predicts a new tool's perceived usefulness. The more a new AI technology is accessible for all employees (regardless of their technical background) to access and use, the more it will become every day because it is perceived as valuable and helpful.

Companies can leverage this relationship by tailoring training and support to the specific challenges related to usability, conducting a user experience test at the AI tool selection stage, and fostering a feedback culture around the issues employees still face when using AI tools. Coordinating the relationship between the ease of use of AI tools and employee habits and experiences will help companies increase employee productivity and satisfaction with technology.

$$PU = 0.173 + 0.9636(PEOU) + 0.15$$

Perceived Ease of Use & Trust in AI

Hypothesis 20 showed a highly positive relationship with a coefficient of 0.888 and a p-value of less than .001. This indicated that workers who perceive AI-based technologies as easy to use in their work routine are more likely to Trust these workplace tools. The strength of the correlation indicates that user experience is critical to the adoption of AI and its reliability and efficacy.

This is important for organizations that are serious about incorporating AI. For example, it shows us that usable AI technologies will enhance Trust in AI technologies among employees—people will trust the system more if the AI tool has been designed with the user in mind and has intuitive interfaces and functionalities that allow users to do what they need to do without having to be highly technical.

By taking advantage of this insight, companies can pursue three virtuous efforts, including involving end-users in selecting and even beta-testing whether the AI tools fit their work practices and preferences, providing targeted training on how to use the AI technologies in the actual context of doing work; and affording the perspective that the perceived ease of use of an AI tool will foster the development of trust in them. In doing so, companies can promote a beneficial work climate in which their employees see AI as tools that aid them in accomplishing work goals.

$$TRUST = 0.4807 + 0.8876(PEOU) + 0.32$$

Analysis of Hypothesis 21 to 33

Table 10 - Hypotheses 21 to 33 Summary

Hyp.	Description	Result	Coefficient	p-value
H21	Social Image & Attitude towards AI	Supported	0.832	<.001
H22	Perceived Usefulness & Attitude towards AI	Supported	0.861	<.001
H23	Perceived Ease of Use & Attitude towards AI	Supported	0.899	<.001
H24	Trust in AI & Perceived Behavioral Control	Supported	0.763	<.001
H25(a-e)	Personality & Trust-Perceived Behavioral Control Relationship	Supported	0.009	<.001b
H26(a-e)	Personality → Ease of Use-Attitude	Supported	0.029	<.001c
H27(a-e)	Personality → Usefulness-Attitude	Supported	0.018	<.001b
H28(a-e)	Personality → Social Image-Attitude	Supported	0.035	<.001b
H29(a-e)	Personality → Innovativeness-Attitude	Supported	0.030	<.001c
H30(a-e)	Personality → Job Insecurity Willingness	Supported	0.091	<.001b
H31	Personality → Willingness to Use AI (Mediated by Attitude)	Supported	0.455	<.001c
H32	Perceived Behavioral Control & Willingness to Use AI	Supported	0.958	<.001
H33	Attitude towards AI & Willingness to Use AI	Supported	0.884	<.001

Social Image & Attitude towards AI

Hypothesis 21 posits a significant relationship between a knowledge worker's Social Image and their Attitude towards AI tools in the workplace, revealing a positive correlation with a coefficient of 0.832 and a p-value less than .001. This result suggests that employees with a positive Social Image are more likely to hold favorable attitudes toward AI, potentially seeing these technologies as opportunities for personal and professional growth rather than threats. The statistical analysis reveals a positive correlation with a coefficient of 0.832 and a p-value less than .001. This means that employees with a positive Social Image are very likely to have a positive attitude toward AI tools because of these tools. On the contrary, employees with a negative Social Image are more likely to develop a negative attitude towards AI in the workplace. Therefore, a positive Social Image will encourage employees to accept AI and develop positive attitudes. They are more likely to perceive AI tools as opportunities for personal and professional growth or see AI as a 'new friend.' From a psychological perspective, discovering such a strong correlation allows us to apply the 'coping theory' to describe the psychological dimension of technology adoption and explain how it relates to self-perception.

These data have important implications for organizational executives and human resource professionals looking to develop a culture of innovation and the adoption of technology. They suggest that initiatives to boost employees' Social Image and self-esteem might have more comprehensive benefits related to receptivity to new technologies. Such strategies might include professional development, public

recognition of individual achievements, and providing employees with opportunities to shape decision-making processes, especially for technology adoption.

Organizations that build prosocial employee self-concepts, in which workers are supported in viewing technology that threatens them as enhancing their abilities, will make the integration of AI tools more likely to take off. This applies not just because firms gain, in an instrumental, technical sense but because the technical results lead to a more engaged, confident, and forward-leaning group of workers.

ATTITUDE = 0.7405 + 0.8323(IMG) + 0.32

Perceived Usefulness & Attitude towards AI

Hypothesis 22 explores the significant relationship between a knowledge worker's Perceived Usefulness of AI tools and their Attitude towards these tools in the workplace. This hypothesis revealed a positive correlation, evidenced by a coefficient of 0.861 and a p-value less than .001. The findings suggest that when employees perceive AI technologies as beneficial and relevant to their work tasks, they are more likely to develop a positive attitude toward using these tools. The strong correlation indicates that perceived usefulness is a critical driver in shaping employees' attitudes toward technology adoption, underscoring the importance of demonstrating the practical value of AI in enhancing productivity and job performance.

This insight is crucial because it shows that organizations who want to promote AI tool adoption should focus on specific communication strategies, such as framing the possible outcomes of an AI tool in terms of tangible benefits (e.g., 'it will save you time' or 'it will help you avoid making errors' or 'it might even give you more time to

do something more creative'), as well as encouraging employees to participate during AI tool selection and implementation.

ATTITUDE = 0.5905 + 0.8609(PU) + 0.27

Perceived Ease of Use & Attitude towards AI

The evidence for H23 is represented by a Correlation Coefficient of 0.899, which strongly supports a positive relationship, with a completely significant p-value of less than $p < .001$, which indicates that as employees' perception of an AI tool as being easy to use and user-friendly increases, their attitudes towards the use of the AI tool in the workplace are increased. The study found that the correlation coefficient is high because PEU is critical to having a positive attitude toward AI: the easier it is to use and interact with, the more confident employees feel about using the AI tools. Furthermore, when AI technologies are introduced into employees' work environments, the strength of the relationship is also very important in driving acceptance.

The impact of H23 has cognitive as well as psychological aspects. The perceived ease of use correlates with one's sense of self-efficacy in using technology. An AI interface that is highly user-friendly and smoothly designed shuts down an individual's cognitive load by lowering the amount of work needed to use it, hence lowering the entry barriers to using AI. If people are psychologically prepared through context credits to see a clear path to using AI, they will feel more equipped to use it. When they feel more enabled, it naturally follows that they would be more favorable

towards using AI. On an organizational level, H23 points to a key strategic development area.

Recognizing that Ease of Use (PEOU) plays a significant role in attitude leads organizations to invest in user-friendly design and intuitive AI systems. They must invest in making them literally ‘user-friendly.’ Companies should augment PEOU and, by extension, positive attitudes to AI with comprehensive training programs. Such training should prepare employees for AI applications in the workplace, and temper inflated perceptions attached to artificial intelligence, particularly notions of loss of control and autonomy, by presenting information about how AI systems function, directly countering these misperceptions through training approaches. Business leaders need employees to train to use AI and understand how it perceives and functions, which would augment a sense of control and favorable perceptions.

ATTITUDE = 0.4639 + 0.8986(PEOU) + 0.27

Trust in AI & Perceived Behavioral Control

Hypothesis 24 delves into the relationship between a knowledge worker's Perceived Ease of Use of AI tools and their Attitude towards them in the workplace, unveiling a substantial positive correlation with a coefficient of 0.899 and a p-value less than .001. This indicates that employees who trust AI technologies will also feel Behavioral Control, suggesting that leaders can overcome these barriers to AI adoption and usage if they build employees' trust in the technology.

This insight suggests important implications for organizations that want to prepare their employees to work in an AI-driven future. It suggests that AI workplace

trust interventions can help cultivate employees' perceptions that they are competent users of these technologies and thus facilitate AI transitions at work. Trust can be cultivated by sharing transparent reports about the capabilities, advantages, and limitations of the AI technologies at the organization and by providing help and training to enable new competencies and hands-on experience with the technology. Organizations can further build trust by giving employees a voice in the decision-making regarding AI implementations, providing feedback venues, and communicating with them about AI concerns. Perhaps organizations can also build confidence in AI by providing case studies or pilot-project experiments with AI tools, illustrating the value of such tools. Such initiatives will all contribute to increasing the perceived behavioral control that employees experience with these AI tools and, along with these feelings of control, help employees to develop behaviors that will result in using these AI tools in compelling and creative ways.

$$B\_CRTL = 0.9635 + 0.7629(TRUST) + 0.29$$

Personality & Trust-Perceived Behavioral Control Relationship

Hypothesis 25 examined the potential moderating role of personality traits on the relationship between trust in using AI tools in the workplace and perceived behavioral control over these tools. This suggests that personality differences may not change how much people's Trust in AI predicts their perceived behavioral control when using the technology. For all individuals, Trust in AI technology is related in the same way to their perceived control when using the technology. This means that personality differences are significant for organizations because they contribute to

individual differences in workplace behavior and attitudes. Still, these findings suggest that interventions targeted at building Trust in AI technologies and perceived behavioral control over AI do not have to be customized based on personality differences if organizations want to make all their employees trust AI, perceive control over their work activities, and perform more effectively. This finding provides a simple prescription for how to boost AI use and take-up across the full breadth of workplace personality types, which is to provide a supportive and trusting climate for use. In effect, this places AI use on a more universal footing for everybody by overcoming barriers and increasing comfort with adoption.

$$B\_CRTL = 0.9324 + 0.736(TRUST) + 0.0094(PERSxTRUST) + 0.28$$

Personality & Ease of Use-Attitude Relationship

Hypothesis 26 posits that a knowledge worker's personality traits moderate the relationship between their Perceived Ease of Use of AI tools and their Attitude towards those tools, with the hypothesis being supported by the data. This suggests that while ease of use generally increases positive attitudes towards AI, the strength of this effect varies according to individual personality differences. A significant interaction effect (coefficient for the moderation effect is 0.029, p-value <.001) indicates that individuals with specific personality characteristics may perceive the ease of use of AI tools differently, influencing their overall Attitude toward these technologies more strongly.

This result highlights personality's subtle impact on acceptance of technology at work. It suggests that organizations interested in rolling out AI tools must keep

personality at the forefront and identify how different people might react to and perceive the technology, depending on their personality. Individuals who score high on openness to experience might find new technology intrinsically interesting – thus, the technology is more accessible and valuable than employees who cannot stand change.

Companies can build their communications and training strategies around personality types, offering more hands-on, exploratory training sessions to the more curious personalities while supporting those who are more careful about new technologies with detailed guides and visuals. The psychological traits of superusers can provide valuable insights into how AI tools can be adopted in an organization. With this knowledge, it may be possible to create an environment where all employees feel comfortable using AI tools, and the associated positive Attitude around AI extends across the company.

$$ATTITUDE = 0.539 + 0.7912(PEOU) + 0.0291(PERSxPEOU) + 0.26$$

Personality & Usefulness-Attitude Relationship

Hypothesis 27 examined the moderating role of personality characteristics in the relationship between the perceived usefulness of AI and Attitude toward AI use at work. Findings showed that the interaction was significant, with a coefficient of 0.018 and associated p-value of less than .001b. This indicates that the impact of Perceived Usefulness on Attitude toward AI differs between individuals with different personality characteristics, thereby suggesting that the Perceived Usefulness of AI has

a moderating role in the relationship between Usability and Perceived Usefulness of AI.

The findings offered tangible support for this hypothesis since they point to variations in how usefulness and attitudes relate to each other among individuals. Depending on who you are, drawing attention to the tangible usefulness of AI and the advantages it can bring to your daily workflow may be critical for developing a positive attitude towards these technologies. On the other hand, perceived usefulness may be less crucial for others, and other factors may play a more significant role in attitude development.

A way to respond to this insight is to adopt more tailored approaches for AI implementation and training initiatives. For example, organizations can develop a set of communication strategies emphasizing different AI benefits. This feedback would help tailor further interventions that provide support and training. Most importantly, recognizing the moderating effect of personality on the usefulness-attitude relationship would increase the effectiveness of an organization's AI adoption strategy. There would be greater acceptance and use of AI across the organization.

ATTITUDE = 0.6397 + 0.0179(PERSxPU) + 0.794(PU) + 0.27

Personality & Social Image-Attitude Relationship

Hypothesis 28 infers that the personality of a knowledge worker has a moderating effect on the relationship between their Social Image and their Attitude towards using AI tools in a workplace. The results showed a strong interaction effect with a high significant value of the coefficient of 0.035 moderation effect and a p-

value of <.001b. This means that Social Image has a high impact on Attitude toward AI tools, but the individual's personality influences it.

This illustrates the double (and layered) effect of self-concept and technology receptivity, combined with the moderating or host-modifying effect of intra-individual difference. The exact mix of factors (self-concept and personality trait) induces opposite outcomes by nullifying the effect of self-concept on technology receptivity in some individuals and amplifying it in others. Since self-concept reflects an employee's self-evaluation, either low self-confidence or high self-efficacy, or a combination of both, is needed to observe no or weak effects of Social Image on technology among other employees.

ATTITUDE = 0.8268 + 0.0347(PERSxIMG) + 0.7049(IMG) + 0.31

Personality & Innovativeness-Attitude Relationship

Hypothesis 29 investigated the moderating effect of personality on the relationship between a knowledge worker's innovativeness and their Attitude towards using AI tools in the workplace. The hypothesis was supported, as indicated by the significant interaction effect, with a coefficient of 0.030 and a p-value less than .001c. This finding suggests that the impact of innovativeness on attitudes toward AI is not uniform across all individuals but is influenced by their personality traits. For organizations, this means that training programs to build positive attitudes can't simply promote the advantages of AI and encourage a culture of innovation; they need to adjust the message to individual differences.

Utilizing this insight, organizations can develop personality assessments as a component of their AI roll-out strategy to enable greater discernment of how employees – with different innovative tendencies and other key personality profiles – might perceive and implement new technologies. Administrating a diversity of engagement initiatives, from workshops fostering creativity and innovation to forums for voicing concerns and aggregating questions, can help serve employees with different innovative tendencies and personality profile needs. Illuminating and preparing for individual differences in perspectives and reactions will empower companies to create a more holistic and productive approach to investing in a positive organizational experience with AI.

ATTITUDE = 0.6276 + 0.7665(INN) + 0.0298(PERSxINN) + 0.35

Personality & Job Insecurity-Willingness Relationship

Hypothesis 30 dealt with the moderating role of personality between the PJI and willingness to adopt Artificial Intelligence (AI) within the working environment. The support for the hypothesis is reflected by a significant interaction term compared to the other hypotheses, with a coefficient of 0.018 and a p-value of less than 001b. This indicates that personality influence on willingness to use AI as a working solution is moderated by personality characteristics. In other words, for some employees, PJI can have a significant or insignificant influence on their willingness to adopt AI working solutions, depending on their personality. Employees prone to personality traits inclined towards resilience and openness can perceive AI as an opportunity to improve their skills and use AI as a new personal improvement opportunity for

development and growth. On the other hand, employees prone to personality traits that lean towards risk aversion might be less willing to use AI when feeling job insecure, as AI use could result in a loss of self-control in the workplace. This insight has implications for organizations, including that their communication and support strategies around personality differences will be more effective if personalized. Easing fears around job insecurity due to embracing AI through more value-laden training or training around the personality differences of your employees may work better for certain personality types than others. The glass is always half full, half empty, but let's try to make it fuller wherever possible.

WILLINGNESS = 3.1193 – 0.006(JOB) + 0.091(PERSxJOB) + 0.79

Personality & Job Insecurity Willingness Relationship

Hypothesis 31 delved into the effect of a knowledge worker's personality on their Willingness to Use AI tools in the workplace, potentially mediated by their Attitude towards AI. This hypothesis, however, was supported as indicated by the data, with a notable coefficient of 0.455 for the direct relationship between personality and Attitude towards AI and a significant p-value of less than .001c. Despite the significant direct relationship, the mediation effect of Attitude towards AI between personality and willingness to use AI was not as reduces the predictability and strength of the model. The non-mediated F-score is 1237.398 and Adjusted R Square is 0.760 between Attitude Toward AI and Willingness to Use Ai, but when the effect of Personality on Willingness is mediated by Attitude the F-score and Adjusted R Square values decrease to 0.759 and 617.454 respectively.

This outcome points to the meaningfulness of social psychological factors around AI adoption in the workplace. While it is possible that personality can have a direct impact on employees' attitudes toward AI – with some personality profiles making people more or less likely to see AI positively, suggesting some of the differences observed in attitudes between respondents might lie in their basic personality – this finding also suggests a positive perception of AI does not translate into greater willingness to use it when personality is considered. Instead, it signals that propositions focusing on perceived utility (practicality), ease of use, or contextual organizational support to AI might be more direct in explaining how positive attitudes translate into use intentions.

ATTITUDE = 0.455 +0.8747(WILLINGNESS) +0.0167(PERS) + 0.24

Relationship between Perceived Behavioral Control and Willingness to Use AI

Hypothesis 32 explores how having a sense of being able to use AI on the job (perceived behavioral control) correlates with one's willingness to use AI on the job, which ended up correlating very highly to 0.958 with a p-value of less than 0.001. This shows that when a knowledge worker perceives that they have the ability and resources to use AI, that person is significantly more willing to use these technologies on the job. The significant takeaway from finding such a strong correlation between perceived behavioral control and one's willingness to use AI on the job is that providing employees with a sense of perceived behavioral control should be a critical component in the AI-enabled workplace to nudge employees toward the willingness to adopt and use AI tools at work.

This insight suggests that organizations must develop professional training and support systems that foster confidence in employees' perceived behavioral control for using AI tools. To increase workers' confidence in their ability to use or interact with AI, specialized educational programs that highlight AI's technical aspects and practical integration into workplace routines can be provided. These programs can help employees overcome implementation challenges by offering ideas about using these tools effectively. Organizations can also maintain mechanisms for post-decision support, like academic experts or knowledge bases, to address persistent implementation questions and concerns by improving the AI experience for individuals during the entire process of adopting these solutions.

WILLINGNESS = 0.1834 +0.9583(B_CRTL) + 0.22

Relationship between Attitude towards AI and Willingness to Use AI

Hypothesis 33 investigates the relationship between a knowledge worker's Perceived Behavioral Control in using AI tools in the workplace and their Willingness to Use those tools, unveiling a significant positive correlation with a coefficient of 0.958 and a p-value of less than .001. A positive attitude about AI acts as a positive force that pulls you toward it. Organizations have control and influence over people's interactions with AI. Workers will be more comfortable using the technologies if leaders offer and reinforce the right kinds of education and communications efforts and create safe zones where people can dispel misconceptions about AI.

Organizations could create or amplify positive attitudes towards AI in their employees by collecting success stories, sharing them with other employees, and

running workshops that get employees to interact with AI hands-on. Furthermore, employees could be part of implementing AI and be invited to give feedback on why they liked (and did not like) AI. By creating positive attitudes around AI, the company could make the use of AI easier and smoother for all those who would use it. This, in turn, would help the company to reap the best outcomes for its operations.

WILLINGNESS = 0.4647 + 0.8844(ATTITUDE) + 0.24

Proposed revised model for future research

Table 11 - Reliability Statistics

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.865	.927	9

Table 12 - Item Statistics

Item Statistics

	Mean	Std. Deviation	N
JOB-INSECURITY-mean	3.467866324	1.234251883	389
INNOVATIVENESS-mean	3.992030848	.7668772422	389
PCVD-ORG-READINESS-mean	4.007712082	.8102049088	389
Firm	3.686375321	1.697282386	389
EMPREADINESS-mean	3.875872200	.7678828685	389
SOCIAL-IMAGE-mean	3.975149957	.8336490890	389
PCVD-EASE-OF-USE-mean	3.991859469	.8013658863	389
PCVD-USEFULLNESS-mean	4.017566410	.8367917353	389
TRUST-mean	4.023136247	.8620691503	389

The analysis used Cronbach's alpha to examine the dataset's reliability and validity of 9 construct means. Cronbach's alpha measures how closely related a set of items are as a group. It estimates the reliability or internal consistency of the items that comprise a construct/variable. A high Cronbach's alpha (closer to 1) indicates that the items have high internal consistency. The Cronbach's alpha value for these 9 construct means was .865. This is considered an acceptable level of reliability, meaning the items within each variable seem to be measuring the same underlying construct reasonably well. The analysis also provided a Cronbach's alpha based on standardized items of .927, which is an outstanding level of reliability.

Standardized items refer to the items being put on the same metric first before calculating alpha for item statistics; Innovativeness had a mean score of around 4, with consistent responses; perceived Job Insecurity had a moderate mean of 3.46, but more variation in scores, Organizations were viewed as ready for change (mean of 4), Wide

variation in Firm Size, from very small to large, Moderate mean for Employee Readiness for Change (3.87), with consistent scores, Perceived Ease of Use just under 4, reasonably consistent, trust in using AI/tech had a mean of 4.02, personality had the lowest mean at 3.02, but lowest variation. Most mean around the midpoint, with some areas of greater consensus than others.

Table 13 - ANOVA test for means on Willingness to Use AI

ANOVA

		Sum of Squares	df	Mean Square	F	Sig
Between People		1683.707	388	4.339		
Within People	Between Items	115.014	8	14.377	24.579	<.001
	Residual	1815.612	3104	.585		
	Total	1930.626	3112	.620		
Total		3614.333	3500	1.033		

Grand Mean = 3.893063206430815

The ANOVA results show a significant difference in employee acceptance of AI in the workplace among different groups of people. This means that personality, job role, or education level may influence how employees perceive and accept AI technology. Different people vary in how much they accept AI at work, and this acceptance varies across various aspects of AI, like how easy it is to use or how useful it is perceived to be. So, some factors might significantly impact whether employees accept AI more than others.

Table 14 - Revised Model Summary - Job Insecurity

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.411[a]	.169	.167	.769809	.169	79.394	1	390	<.001

a. Predictors: (Constant), JOB-INSECURITY-mean

The model's fit is significant, as evidenced by the F statistic ($F = 79.394$, $p < 0.001$), suggesting that the predictors substantially affect the outcome variable.

Table 15 - ANOVA - Revised Model Summary – Insecurity & Willingness

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	47.049	1	47.049	79.394	<.001[b]
	Residual	231.116	390	.593		
	Total	278.166	391			

a. Dependent Variable: WILLINGNESS-mean

b. Predictors: (Constant), JOB-INSECURITY-mean

The ANOVA results indicate that the regression model, which has the constant and the mean of job insecurity as predictors, is statistically significant ($F = 79.394$, $p < 0.001$). This indicates that the model explains the variation in willingness to use AI tools.

Table 16 – Coefficients – Revised Model Summary – Insecurity & Willingness

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	3.075	.116		26.522	<.001
	JOB-INSECURITY-mean	.281	.032	.411	8.910	<.001

a. Dependent Variable: WILLINGNESS-mean

In the regression model, the constant term is 3.075, indicating the expected value of willingness to use AI when there is job insecurity is zero. The coefficient for job insecurity mean is 0.281, suggesting that for each unit increase in job insecurity, willingness to use AI decreases by 0.281 units. Both coefficients are statistically significant ($p < 0.001$), meaning they positively impact the desire to use AI.

Regression analysis for perceived job insecurity increases as Social Image decreases.

Regression Model Summary

The model summary indicates that the model's R-value is 0.208, meaning that approximately 20.8% of the variability in the dependent variable is explained by the independent variable (JOB-INSECURITY-mean). The F-test statistic (F Change) is 102.384, with a significant p-value of 0.000, suggesting that the model is statistically significant in predicting the dependent variable.

ANOVA Summary

Table 17 - Revised Model Summary - ANOVA –Insecurity & Image

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	56.142	1	56.142	102.384	<.001[b]
	Residual	213.858	390	.548		
	Total	270.000	391			

a. Dependent Variable: SOCIAL-IMAGE-mean

b. Predictors: (Constant), JOB-INSECURITY-mean

The ANOVA results show that the regression model is significant ($p < 0.001$), indicating that the independent variable (JOB-INSECURITY-mean) has a statistically significant impact on the dependent variable (SOCIAL-IMAGE-mean). The F-test statistic is 102.384, suggesting that the model explains significant variance in the dependent variable.

Table 18 - Coefficient – Revised Model Summary Insecurity & Image

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.913	.112		26.123	<.001
	JOB-INSECURITY-mean	.307	.030	.456	10.118	<.001

a. Dependent Variable: SOCIAL-IMAGE-mean

The coefficient for JOB-INSECURITY-mean is positive (0.307), indicating that as a knowledge worker's perceived job insecurity increases, their social image also increases. The coefficient is statistically significant ($p < 0.001$).

Table 19 - Revised Model Summary – Perceived Ease of Use (PEOU)

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.923[a]	.853	.852	.3205117223	.853	2256.229	1	390	<.001

a. Predictors: (Constant), PCVD-EASE-OF-USE-mean

The model summary indicates a very high level of explanatory power, with an R-squared value of 0.853. The F-test is highly significant, suggesting that the model is statistically significant in predicting the outcome variable.

Proposed Revised Model for Future Research

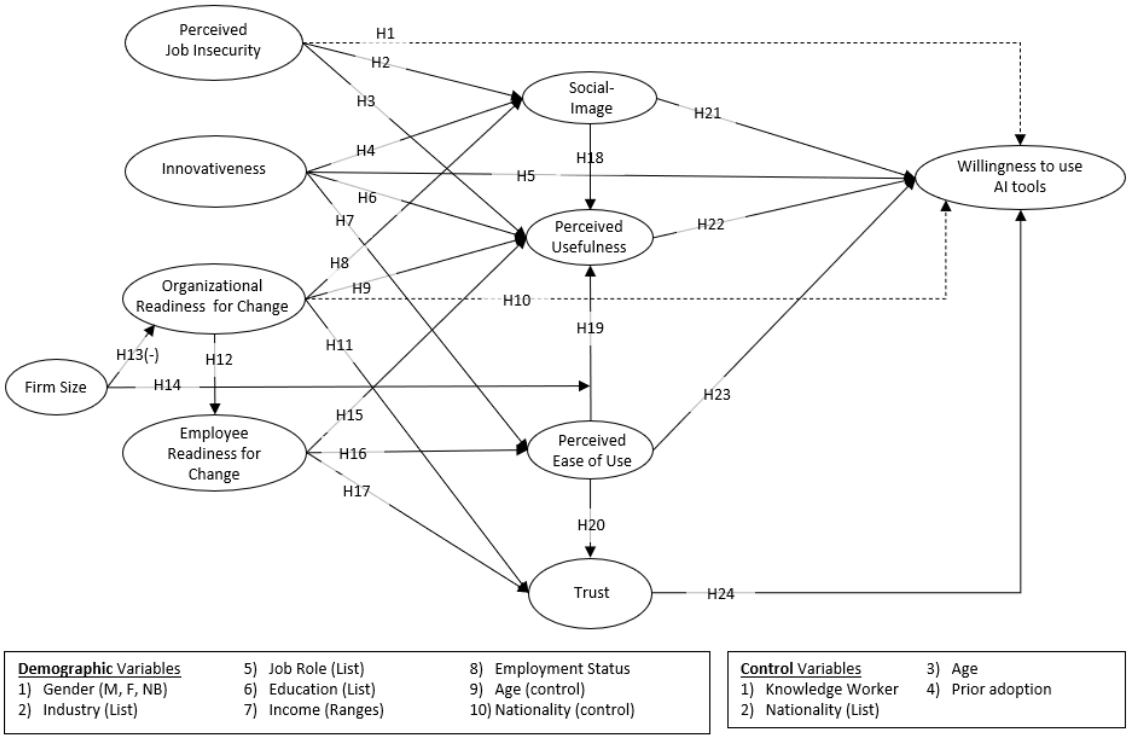

Figure 2 - Proposed model for future research

DISCUSSION

Hypotheses 1 through 10 show that employees' perceptions of job insecurity (H1–H3), Innovativeness (H4-H7), Perceived Organizational Readiness for Change (H8-H11), and Employee Readiness for Change (H15-H17) toward Willingness to Use AI tools in the workplace were non-linear. Therefore, it is too simplistic to say that the more insecure you feel about your job, the less innovative you will be or perceive the organization to be. Perceived job insecurity was positively associated with willingness to use AI (H1). Nonetheless, the finding is unexpected because job insecurity should have increased employees' perceptions of risk. It is intriguing because these employees may see AI not as an undertaking of a risky career pathway but as an opportunity to enhance their achievements and skill sets further.

Innovativeness was also found to be a strong predictor of attitudes towards using AI (H4, H5), perceived usefulness of adopting AI (H6), and perceived ease of using AI (H7), highlighting the importance of encouraging innovation in the workplace by developing innovative company culture. Individuals who see themselves as innovative are more likely to embrace technological advancements such as AI, believing it can enhance their creativity and improve efficiency.

All these effects are more pronounced when organizational readiness for change is high (H8), the perceived usefulness of AI is high (H9), and individuals are willing to use the AI (H10). An additional path not included in the diagram pertained to the inverse relationship between incorrect AI information and higher innovation scale scores (H7). These findings reflect the necessity of organizational readiness for

change and for preparing team members to deal with forthcoming technological shifts; this is particularly critical when AI is involved because clear communication, training, and support can increase theories of planned behavior and corresponding readiness, as well as more positive attitudes towards the use of AI tools.

Hypotheses 32 and 33 showed that perceptions of behavioral control and positive attitudes toward AI positively influenced employees' readiness to use AI. These findings indicate that when employees perceive themselves as capable of using AI effectively and think favorably of AI, they are more likely to incorporate these technologies into their work practices. This further highlights the need for organizations to cultivate Trust in AI technologies and showcase their functionality (and capability to help workers perform their jobs better).

The analysis further identified the moderating role of personality in the different relationships between different (H25-H30) personal factors to attitudes or behavior toward AI. Certain personality traits influenced how employees perceived and interacted with AI technologies. For instance, depending on their personality traits, employees' perceptions of different things, such as job insecurity, may or may not affect their willingness to use AI. Hence, more nuanced strategies in communication and support should be considered to address diverse employee needs and perceptions more effectively.

The analysis in this chapter highlights the multifaceted factors influencing AI tool adoption in the workplace. By understanding and addressing these dynamics, organizations can better prepare their workforce for the future of work, ensuring that

AI technologies are embraced as vital tools for innovation, efficiency, and job satisfaction.

Managerial Implications

This study sheds light on the complex interplay of factors influencing job satisfaction and psychology that may be at play in modern-day workplaces. Several critical insights were made by leveraging a systematic approach and hypothesis testing, allowing us to draw relatively intuitive conclusions.

The study identifies the critical factors to workers' job satisfaction in any sector: the extent to which they have digital literacies and the ongoing need for organizations to invest in digital skilling. The results also call into question standard expectations regarding how employees respond to technological change. For example, expected negative relationships turn out to be unexpectedly positive. For instance, a positive relationship between AI and perceived job insecurity is observed, meaning that even if employees believe their jobs are less secure, they are more likely to adopt AI. Overall, the mixed set of relationships signifies the importance of looking beneath the surface when effectively managing organizational change.

Psychological factors are critical influences on readiness for change. These dimensions relate directly to how employees view AI. If they perceive themselves as confident and skilled enough to embrace AI's challenges, they are likelier to welcome this technology at work. Indeed, developing a culture of learning that helps employees thrive and be ready for change seems central to employees' willingness to work with AI.

Additionally, organizational readiness for AI will significantly predict an employee's level of Trust in AI tools and their attitude toward technology adoption when AI tools are introduced into workplaces. In short, telling the story, involving employees in the AI-change process, communicating organizational readiness, and employees' part in this readiness all contribute to increasing AI trust and positively influencing attitudes towards technology adoption. The findings underscore the role of usability and utility in technology adoption: user-friendliness and the communication of AI's tangible value can all boost perceptions of utility and, in turn, boost Attitudes toward technology among employees. This research shows the multiple factors that impact technology adoption and employee attitudes and reveals contributing factors in employees' willingness to use technology and job satisfaction. If organizations can address these factors, improved workplaces may result, allowing people to integrate technologies and business innovation more effectively, leading to increased organizational success.

Recommendations

Based on the above findings, the following are several recommendations for companies to encourage better attitudes to technology adoption and increase employee job satisfaction:

1. Promote Ongoing Digital Skills Training: Businesses must invest in ongoing digital skills training for employees to ensure they can leverage evolving technology. The right skills enable employees to adjust to changing technology while reducing organizational resistance to technology and developing a culture of innovation.

2. Support Organizational Transparency and Communication: Transparent communication about organizational change, including technology adoption efforts, supports creativity. Make concerted efforts to communicate why the organization has integrated technology and its effects and expected effects on employee jobs to ensure that people understand the motivations behind such change and how it benefits the organization.

3. Reinforcing user-centered design: When rolling out new technology, organizations must return to the basics of user-centered design that permits an iterative, constant feedback process that considers and remains attuned to user needs. Canvassing employee opinions on evolving design and implementation strategies would allow for more apt solutions that account for preferences and deliver higher product acceptance and satisfaction.

4. Allow for Worker Input and Involvement: Soliciting workers' opinions about their roles in integrating technology and innovations into the workplace gives them a voice in the process. Organizations can foster this by opening channels for employee idea generation and feedback and pilot programs by which employees can explore innovations and champion their initiatives.

5. Support Personal and Professional Development: Because technological change is psychological, organizations should provide support to mitigate its impact. This means providing reskilling and upskilling opportunities that can help employees adapt and running resilience-focused programs that bring in mindfulness training or mental health services for employees.

By implementing these changes, organizations can create an environment that fosters successful technology adoption, enhance worker satisfaction, and ensure sustainable organizational performance in an increasingly digital world.

Limitations and Future Research

This study has yielded informative and actionable findings, but knowledge development is iterative. No matter how well-designed a study is, each has limitations that can be corrected in future iterations of research. The current study has limitations inherent in its design, such as the potential for common method bias, the use of MTurk as a recruitment tool, and the inability to control for prior adoption of artificial intelligence.

Common Method Bias

Jordan and Troth (2020) explain that CMB exists when response variations result in more differences in the measurement method (e.g., using a consistent measurement scale across most of the questions in the same survey) than from differences in the measured constructs. Although Harman's Single Factor Test is used to investigate the CMB concerns, it is not a solution. For instance, the test can be underpowered, especially when modeling relationships in complex sets of variables or when the number of variables is high, so the extent of method bias can be masked. Therefore, attempts to reduce CMB risk in future studies should consider more sophisticated techniques than the present study, including using procedural remedies during data collection and survey design.

MTurk as a Recruitment Tool

Another limitation of using MTurk to recruit participants is the type of collected data. MTurk offers the advantage of having a large pool of readily accessible and diverse respondents. However, several caveats exist regarding the utility of the data obtained. Although relatively straightforward and streamlined to recruit participants, the data collected may suffer in quality and generalizability. The MTurk population may suffer from selection bias, which operates in the sense that respondents who are familiar with, possibly even regular users of, Amazon's MTurk are more likely to respond to requests for participation. If they are part of the general population, they are more likely to exhibit more positive attitudes towards consuming information online and technological innovation in general. The selection of these online users may affect the generalizability of this study's findings to a broader population. Future research could lessen the effect of potential selection bias by recruiting from online pools (such as MTurk) and offline samples.

Prior Adoption Not Controlled

In the current study, while respondents were asked about their prior adoption of AI at personally and professionally, this was not controlled for. This is another limitation to this research into future interest/willingness to adopt. Experience with robots/AI can bias expectations and perceptions, shaping the desire to adopt new technologies. Research that controls for these differences at the onset of data collection would allow finer details to emerge about drivers of adoption behavior in a forward-looking study.

Directions for Future Research

Looking forward, the horizon for possible future studies is vast. To address some of the limitations outlined above, future research could take a longitudinal approach to study changes in perceptions and behaviors over time as individuals' exposure to AI evolves. Studies could also take a cross-cultural approach to understand experienced-based barriers to AI adoption globally, alongside nuanced cultural differences in technology acceptance. Another possibility would be a mixed methods approach, combining quantitative and qualitative methods to capture the more nuanced, subjective experiences of navigating the AI-augmented workplace if funding were available.

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APPENDICES

Appendix A - Key Concepts and Definitions

1. Social Image (IMG): Image refers to the perceived impact of AI tools on the user's -Social Image and reputation. This study will use measures adapted from Dabbous et al. (2021).

2. Perceived Job Insecurity (PJI): The degree to which a person thinks employing a given technology will affect how well they accomplish their job. In other words, job insecurity is "defined as the perceived threat of job loss and the worries related to that threat" (De Witte, 2005).

3. Perceived Ease of Use (PEOU): Perceived Ease of Use refers to the user's perception of the simplicity and ease of use of AI tools in the workplace. This study will use measures from Al Shamsi et al. (2022) adapted from Teo & Zhou (2014).

4. Perceived Usefulness (PU): Perceived Usefulness user's "the degree to which a person believes that using a particular system would enhance his or her job performance" (Davis, 1989). This study will use measures from Dabbous et al. (2021) and adapted from Davis (1989).

5. Willingness to Use AI (WTU): Typically referred to as *Behavioral Intention*, Willingness to Use AI in this research refers to the user's willingness or resistance to use AI tools in the workplace. This study will use measures adapted from Dabbous et al. (2021).

6. Employee Innovativeness: Employee innovative behavior is a micro-foundation (Felin et al., 2015) of organizational intrapreneurship. This study defines employee innovative behavior as a set of eight multidimensional "behaviors through which employees generate or adopt new ideas and make subsequent efforts to implement them" (Lukes & Stephan, 2017).

7. Perceived Organizational Readiness for Change (ORC): Organizational readiness is in this research "as the extent to which members are psychologically and behaviorally prepared to implement change, and the belief that one is capable of implementing change, that that change is needed and beneficial, and having leaders who are committed to change" (Castañeda et al., 2012). This study will focus on a composite measure composed of organizational valence and management support adapted from Holt et al. (2007).

8. Employee Readiness for Change (EFRC): Employee Readiness for Change is "an individual's attitude toward a particular change. It reflects the extent to which an individual or individuals are cognitively and emotionally inclined to accept, embrace, and adopt a particular plan to purposefully alter the status quo" (Holt et al., 2007) This study will focus on a composite measurement composed of and employee's perception of change self-efficacy, discrepancy, and personal valence adapted from Holt et al. (2007).

9. Attitude Toward AI Use (ATT): Attitude Toward AI Use is defined as "the degree of assessment of the negative and positive outcomes of behavior" towards using AI in the workplace (Pillai et al., 2023).

10. Perceived Behavioral Control (PBC): Perceived Behavioral Control "a person's perception of the ease or difficulty of performing the behavior of interest" (Ajzen, 1991). The prevailing view is that PBC is a multidimensional construct that can be measured via perceived confidence and controllability (Vamvaka et al., 2020).

11. Personality (PER): A multidimensional set of five personality traits (factor markers) useful in quantifying "behaviorally oriented information" relevant to each participant (Goldberg, 1992). The factor markers include Openess, Conscientiousness, Surgency (Extraverted), Agreeableness, and Emotional Stability (Neuroticism).

12. Trust (TRST): Trust is described as "a psychological state comprising the intention to accept vulnerability based upon positive expectations of the intentions or behavior of another" (Rousseau et al., 1998). In this context, trust is viewed as the users' beliefs towards whether the AI tools in the workplace can be trusted as a source of reliable information.

Appendix B – Research Model with Theoretical Grouping Lines

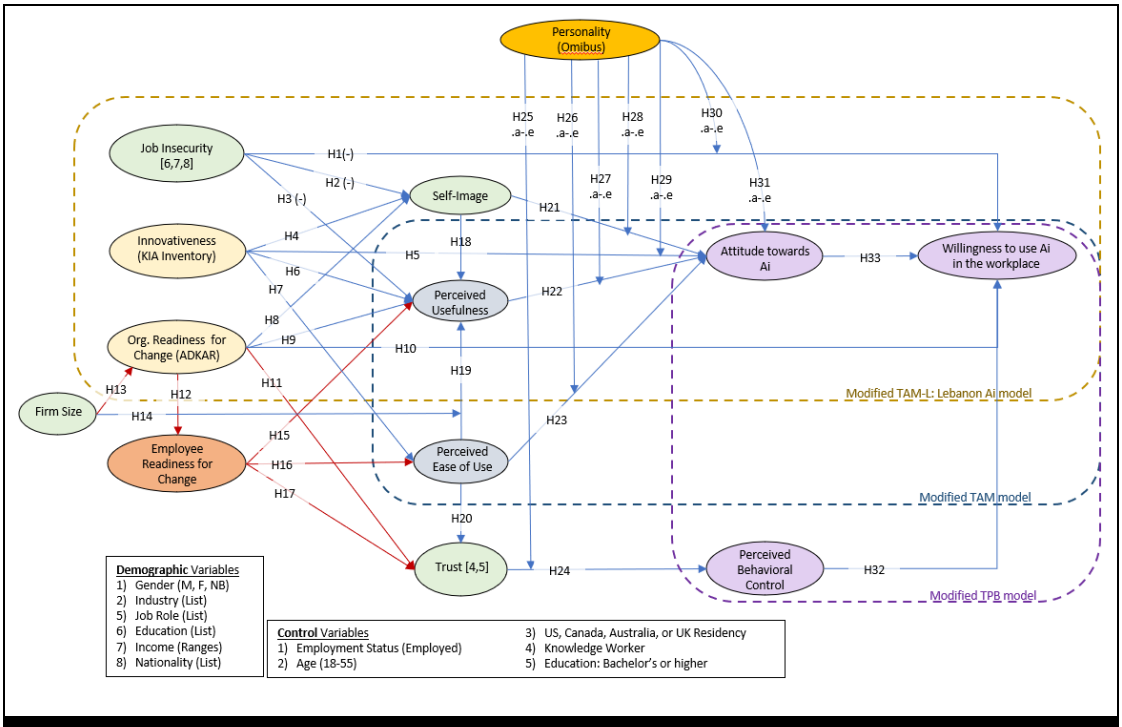

Figure Appendix B.3 Research Model with Theoretical Grouping Lines

Appendix C – Measurement Instruments, Codes, Sources, and Scales

Construct	Subconstruct	Code	Instrument	Scale	Primary Source	Adapted From
Innovativeness	Idea Generation	I-IG01	I try new ways of doing things at work	7-pt Likert	(Lukes & Stephan, 2017)	
		I-IG02	I prefer work that requires original thinking			Item from Jackson (1994)
		I-IG03	When something does not function well at work, I try to find new solution			
	Idea Search	I-IS01	I try to get new ideas from colleagues or business partners			
		I-IS02	I am interested in how things are done elsewhere in order to use acquired ideas in my own work			
		I-IS03	I search for new ideas of other people in order to try to implement the best ones			
	Idea Communication	I-IC01	When I have a new idea, I try to persuade my colleagues of it			
		I-IC02	When I have a new idea, I try to get support for it from management			
		I-IC03	I try to show my colleagues positive sides of new ideas			
		I-IC04	When I have a new idea, I try to involve people who are able to collaborate on it			
	Implementation Starting Activities	I-IS01	I develop suitable plans and schedules for the implementation of new ideas			Scott & Bruce (1994)
		I-IS02	I look for and secure funds needed for the implementation of new ideas			

Construct	Subconstruct	Code	Instrument	Scale	Primary Source	Adapted From
		I-IS03	For the implementation of new ideas I search for new technologies, processes or procedures			
	Involving Others	I-OTH01	When problems occur during implementation, I get them into the hands of those who can solve them			Howell et al. (2005)
		I-OTH02	I try to involve key decision makers in the implementation of an idea			
		I-OTH03	When I have a new idea, I look for people who are able to push it through			
	Overcoming Obstacles	I-OO01	I am able to persistently overcome obstacles when implementing an idea			Howell et al. (2005)
		I-OO02	I do not give up even when others say it cannot be done			
		I-OO03	I usually do not finish until I accomplish the goal			
		I-OO04	During idea implementation, I am able to persist even when work is not going well at the moment			
	Innovation Outputs	I-IO01	I was often successful at work in implementing my ideas and putting them in practice			
		I-IO02	Many things I came up with are used in our organization			
		I-IO03	Whenever I worked somewhere, I improved something there			
	Innovation Acceptance Habits	I-IH01	I use new technologies as a matter of habit		(Dabbous et al., 2021)	Limayem et al. (2007), Venkatesh et al. (2012)
		I-IH02	I am addicted to using new technologies			
		I-IH03	It is a habit of mine to use new technologies in my work			

Construct	Subconstruct	Code	Instrument	Scale	Primary Source	Adapted From
Perceived Job Insecurity		JI01	There are high chances that I will lose my job if my company uses AI			De Witte (2005)
		JI02	I feel insecure about the future of my job if my company uses AI			
		JI03	I think I might lose my job in the near future if my company uses AI			
Perceived Usefulness		PU01	Using AI will improve my performance			Davis (1989)
		PU02	Using AI will increase my productivity			
		PU03	Using AI will enhance my effectiveness			
		PU04	Using AI will in my job would enable me to accomplish tasks more quickly		Davis (1989)	
		PU05	Using AI will make my job easier			
		PU06	I would find using AI tool in my job useful			
Social Image		SI01	Using AI is consistent with how I see myself			Sirgy et al. (1997), Jamal & Al-Marri (2007)
		SI02	People similar to me use AI			
		SI03	Using AI reflects who I am			
Willingness to Use AI in the workplace		WU01	I have a high intention to use AI if my company adopts it		(Dabbous et al., 2021)	Elbeltagi et al. (2013)
		WU02	I intend to learn about using AI			
		WU03	I plan to use AI to manage my work if my company adopts it			
		WU04	I look forward to the aspects of my job that require me to use AI			
Perceived Ease Of Use		PEOU 01	Using AI tools at work would not require a lot of my mental effort.		(Al Shamsi et al., 2022)	Davis (1989), Teo & Zhou (2014)
		PEOU 02	Using AI tools at work would to be easy to use.			

Construct	Subconstruct	Code	Instrument	Scale	Primary Source	Adapted From
		PEOU 03	I would find it easy to get the AI tools at work to do what I want it to do.			
		PEOU 04	Learning to use AI tools in my job would be easy for me		Davis (1989)	
		PEOU 05	My interaction with AI tools in my job would be clear and understandable.			
		PEOU 06	It would be easy for me to become skillful at using AI tools in my job			
Perceived Organizational Readiness for Change	Organizational valence	OR-OV01	I think that the organization will benefit from this change.		(Holt et al., 2007)	
		OR-OV02	This change will improve our organization's overall efficiency.			
		OR-OV03	This change matches the priorities of our organization.			
	Mg'mt. Support	OR-MS01	Our senior leaders have encouraged all of us to embrace this change.			
		OR-MS02	Our organization's top decision-makers have put all their support behind this change effort.			
		OR-MS03	Every senior manager has stressed the importance of this change.			
		OR-MS04	This organization's most senior leader is committed to this change.			
		OR-MS05	I think we are spending a lot of time on this change when the senior managers don't even want it implemented.			
		OR-MS06	Management has sent a clear signal this organization is going to change.			
Employee Rea	Change Self-Efficacy	ER-CSE01	I do not anticipate any problems adjusting to the work I will have when this change is adopted.			

Construct	Subconstruct	Code	Instrument	Scale	Primary Source	Adapted From
diness for Change		ER-CSE02	There are some tasks that will be required when we change that I don't think I can do well.			
		ER-CSE03	When we implement this change, I feel I can handle it with ease.			
		ER-CSE04	I have the skills that are needed to make this change work.			
		ER-CSE05	When I set my mind to it, I can learn everything that will be required when this change is adopted.			
		ER-CSE06	My past experiences make me confident that I will be able to perform successfully after this change is made.			
	Discrepancy	ER-D01	It doesn't make much sense for us to initiate this change.			
		ER-D02	There are legitimate reasons for us to make this change.			
		ER-D03	There are a number of rational reasons for this change to be made.			
		ER-D04	The time we are spending on this change should be spent on something else.			
	Personal Valence	ER-PV01	I am worried I will lose some of my status in the organization when this change is implemented.			
		ER-PV02	This change will disrupt many of the personal relationships I have developed.			
		ER-PV03	My future in this job will be limited because of this change.			

Construct	Subconstruct	Code	Instrument	Scale	Primary Source	Adapted From
Trust		TRST01	AI-base tools are trustworthy.		(Al Shamsi et al., 2022)	(Alharithi, 2019; Neumann, 2018; Zeng, 2020)
		TRST02	I think that AI-base tools are reliable.			
		TRST03	I believe that AI-base tools are honest.			
Attitude Toward AI Use		ATT01	AI-base tools at work is a good idea		(Pillai et al., 2023)	Claudy et al. (2015) and Pillai and Sivathanu (2020a, b)
		ATT02	AI-base tools have many benefits			
		ATT03	AI-base tools would add value to my work and emotional balance			
Perceived Behavioral Control	Perceived Confidence	PBC-CF01	If I tried to use AI-base tools in my job, I would have a high chance of being successful.		(Vamvaka et al., 2020)	Guerrero et al. (2009)
		PBC-CF02	I have skills and capabilities to succeed using AI-base tools in my job.			Grundstén (2004); Autio et al. (2001)
		PBC-CF03	I am confident that I would succeed if I started using AI-base tools in my job.			
		PBC-CF04	I am certain that I can use AI-base tools in my job withour sacraficing the quality of my work.			
	Perceived Controllability	PBC-CN01	I can control the impact of AI-base tools in my job.			Liñán and Chen (2009)
		PBC-CN02	The number of events outside my control which could prevent me from using AI-base tools in my job are very few.			Kolvereid (1996b)
		PBC-CN03	As professional, I would have complete control over the situation while using AI-base tools in my job.			
Personality	Openness	P-O01	Unintelligent/Intelligent - [Intellect or Sophistication section of the Bipolar Scales for the Five Factor Model]	9-pt Bipolar Scale	Goldberg (1992)	

Construct	Subconstruct	Code	Instrument	Scale	Primary Source	Adapted From
		P-O02	Unanalytical/Analytical - [Intellect or Sophistication section of the Bipolar Scales for the Five Factor Model]			
		P-O03	Unreflective/reflective - [Intellect or Sophistication section of the Bipolar Scales for the Five Factor Model]			
		P-O04	Uninquisitive/Curious - [Intellect or Sophistication section of the Bipolar Scales for the Five Factor Model]			
		P-O05	Unimaginative/Imaginative - [Intellect or Sophistication section of the Bipolar Scales for the Five Factor Model]			
		P-O06	Uncreative/Creative - [Intellect or Sophistication section of the Bipolar Scales for the Five Factor Model]			
		P-O07	Unsophisticated/Sophisticated - [Intellect or Sophistication section of the Bipolar Scales for the Five Factor Model]			
	Conscientiousness	P-C01	Disorganized/Organized - [Conscientiousness or Dependability section of the Bipolar Scales for the Five Factor Model]			
		P-C02	Irresponsible/Responsible - [Conscientiousness or Dependability section of the Bipolar Scales for the Five Factor Model]			
		P-C03	Negligent/Conscientious - [Conscientiousness or Dependability section of the Bipolar Scales for the Five Factor Model]			

Construct	Subconstruct	Code	Instrument	Scale	Primary Source	Adapted From
		P-C04	Impracticle/Practicle - [Conscientiousness or Dependability section of the Bipolar Scales for the Five Factor Model]			
		P-C05	Careless/Thorough - [Conscientiousness or Dependability section of the Bipolar Scales for the Five Factor Model]			
		P-C06	Lazy/Hardworking - [Conscientiousness or Dependability section of the Bipolar Scales for the Five Factor Model]			
		P-C07	Extravagant/Thrifty - [Conscientiousness or Dependability section of the Bipolar Scales for the Five Factor Model]			
	Extraverted	P-E01	Introverted/Extroverted - [Introversion-Extroversion section of the Bipolar Scales for the Five Factor Model]			
		P-E02	Unenergetic/Energetic - [Introversion-Extroversion section of the Bipolar Scales for the Five Factor Model]			
		P-E03	Silent/Talkative - [Introversion-Extroversion section of the Bipolar Scales for the Five Factor Model]			
		P-E04	Timid/Bold - [Introversion-Extroversion section of the Bipolar Scales for the Five Factor Model]			
		P-E05	Inactive/Active - [Introversion-Extroversion section of the Bipolar Scales for the Five Factor Model]			

Construct	Subconstruct	Code	Instrument	Scale	Primary Source	Adapted From
		P-E06	Unassertive/Assertive - [Introversion-Extroversion section of the Bipolar Scales for the Five Factor Model]			
		P-E07	Unadventurous/Adventerous - [Introversion-Extroversion section of the Bipolar Scales for the Five Factor Model]			
	Agreeableness	P-A01	Cold/Warm - [Pleasantness or Agreeableness section of the Bipolar Scales for the Five Factor Model]			
		P-A02	Unkind/Kind - [Pleasantness or Agreeableness section of the Bipolar Scales for the Five Factor Model]			
		P-A03	Uncoopaerative/Cooperative - [Pleasantness or Agreeableness section of the Bipolar Scales for the Five Factor Model]			
		P-A04	Selfish/Unselfish - [Pleasantness or Agreeableness section of the Bipolar Scales for the Five Factor Model]			
		P-A05	Desagreeable/Agreeable - [Pleasantness or Agreeableness section of the Bipolar Scales for the Five Factor Model]			
		P-A06	Distrustful/Trustful - [Pleasantness or Agreeableness section of the Bipolar Scales for the Five Factor Model]			
		P-A07	Stingy/Generous - [Pleasantness or Agreeableness section of the Bipolar Scales for the Five Factor Model]			

Construct	Subconstruct	Code	Instrument	Scale	Primary Source	Adapted From
	Neuroticism	P-N01	Angry/Calm - [Emotional Stability section of the Bipolar Scales for the Five Factor Model]			
		P-N02	Tense/Relaxed - [Emotional Stability section of the Bipolar Scales for the Five Factor Model]			
		P-N03	Nervous/At Ease - [Emotional Stability section of the Bipolar Scales for the Five Factor Model]			
		P-N04	Envious/Not Envious - [Emotional Stability section of the Bipolar Scales for the Five Factor Model]			
		P-N05	Unstable/Stable - [Emotional Stability section of the Bipolar Scales for the Five Factor Model]			
		P-N06	Discontented/Contented - [Emotional Stability section of the Bipolar Scales for the Five Factor Model]			
		P-N07	Emotional/Unemotional - [Emotional Stability section of the Bipolar Scales for the Five Factor Model]			
Controll Variables	Employment	EMP	Qualtrics stock multiple choice question and options.	MC		
	Knowledge Worker	KW	Description & Example of Skill VS Knowledge worker with multiple choice.	MC + Description		
	Age	AGE	Qualtrics stock multiple choice question and ranges.	MC		
	Education	EDU	Qualtrics stock multiple choice question and options.			
	Nationality	NAT	Qualtrics stock multiple choice question and options.	List		

Construct	Subconstruct	Code	Instrument	Scale	Primary Source	Adapted From
Demographics not included in the Control Variables	Gender	GEN	Qualtrics stock multiple choice question and options.	MC		
	Industry	IND	[Under development]	Pre-filled List		
	Job Role	ROLE	[Under development]	Pre-filled List		
	Income	INC	Qualtrics stock multiple choice question and options.	MC		
	AI used at work	USE-W	I currently use AI tool(s) at work.			
	AI used at home	USE-H	I currently use AI tool(s) at in my personal life.			

Appendix D – Final Instruments and Scales

CV1 For the following 5 question, select the **best answer**.

	Yes (1)	No (2)
I currently reside in Australia, Canada, New Zealand, the United Kingdom, or the United States of America (1)	❍	❍
I hold a bachelor's degree or higher (2)	❍	❍
Most of my time at work is spent in analysis, leadership, management, or problem-solving (4)	❍	❍
Most of my time at work is spent engaged in repetitive tasks (5)	❍	❍
I am currently employed (6)	❍	❍

Skip To: End of Survey If For the following 5 question, select the best answer. = I currently reside in Australia, Canada, New Zealand, the United Kingdom, or the United States of America [No]

Skip To: End of Survey If For the following 5 question, select the best answer. = I hold a bachelor's degree or higher [No]

Skip To: End of Survey If For the following 5 question, select the best answer. = Most of my time at work is spent in analysis, leadership, management, or problem-solving [No]

Skip To: End of Survey If For the following 5 question, select the best answer. = Most of my time at work is spent engaged in repetitive tasks [Yes]

Page Break

CV2_T Timing

First Click (1)
Last Click (2)
Page Submit (3)
Click Count (4)

CV2 Select your **age** group.

- ❍ 18 - 24 (1)
- ❍ 25 - 34 (2)
- ❍ 35 - 44 (3)
- ❍ 45 - 54 (4)
- ❍ 55 - 60 (5)
- ❍ Other (6)

Skip To: End of Survey If Select your age group. = Other

End of Block: Informed Consent IC

Start of Block: INNOVATIVENESS

I-IG **In my own work,** *(Select the appropriate response to each statement.)*

	Strongly agree (5)	Somewhat agree (4)	Neither agree nor disagree (3)	Somewhat disagree (2)	Strongly disagree (1)
...I try new ways of doing things at work (1)	❍	❍	❍	❍	❍
...I prefer work that requires original thinking (2)	❍	❍	❍	❍	❍
...I try to find a new solution when something does not function well at work (3)	❍	❍	❍	❍	❍
For this statement, select: Strongly Agree (5)	❍	❍	❍	❍	❍

Page Break

I-IS **In my own work,** *(Select the appropriate response to each statement.)*

	Strongly agree (5)	Somewhat agree (4)	Neither agree nor disagree (3)	Somewhat disagree (2)	Strongly disagree (1)
...I try to get new ideas from colleagues (1)	❍	❍	❍	❍	❍
...I try to get new ideas from business partners (2)	❍	❍	❍	❍	❍
...I am interested in how things are done elsewhere (3)	❍	❍	❍	❍	❍
...I search for new ideas from other people (4)	❍	❍	❍	❍	❍

Page Break

I-IC **When I have a new idea,** *(Select the appropriate response to each statement.)*

	Strongly agree (5)	Somewhat agree (4)	Neither agree nor disagree (3)	Somewhat disagree (2)	Strongly disagree (1)
...I try to persuade my colleagues of it (1)	❍	❍	❍	❍	❍
...When I have a new idea, I try to get support for it from management (2)	❍	❍	❍	❍	❍
...I try to show my colleagues positive sides of new ideas (3)	❍	❍	❍	❍	❍
...I try to involve people who are able to collaborate on it (4)	❍	❍	❍	❍	❍

Page Break

I-SA **In my own work,** *(Select the appropriate response to each statement.)*

	Strongly agree (5)	Somewhat agree (4)	Neither agree nor disagree (3)	Somewhat disagree (2)	Strongly disagree (1)
...I develop suitable plans for the implementation of new ideas (1)	❍	❍	❍	❍	❍
...I look for funds needed for the implementation of new ideas (2)	❍	❍	❍	❍	❍
...I search for processes to implement new ideas (3)	❍	❍	❍	❍	❍
...I search for technologies to implement new ideas (8)	❍	❍	❍	❍	❍
...I search for procedures to implement new ideas (10)	❍	❍	❍	❍	❍

Page Break

I-OTH **In my own work,** *(Select the appropriate response to each statement.)*

	Strongly agree (5)	Somewhat agree (4)	Neither agree nor disagree (3)	Somewhat disagree (2)	Strongly disagree (1)
I get new problems into the hands of those who can solve them (1)	❍	❍	❍	❍	❍
I try to involve key decision-makers in the implementation of an idea (2)	❍	❍	❍	❍	❍
I look for people who are able to implement my new ideas (3)	❍	❍	❍	❍	❍

Page Break

I-OO **In my own work,** *(Select the appropriate response to each statement.)*

	Strongly agree (5)	Somewhat agree (4)	Neither agree nor disagree (3)	Somewhat disagree (2)	Strongly disagree (1)
...I am able to persistently overcome obstacles when implementing an idea (1)	❍	❍	❍	❍	❍
...I do not give up even when others say it cannot be done (2)	❍	❍	❍	❍	❍
...I usually do not finish until I accomplish the goal (3)	❍	❍	❍	❍	❍
...I am able to persist even when idea implementation is not going well (4)	❍	❍	❍	❍	❍

Page Break

I-IO **In my own work,** *(Select the appropriate response to each statement.)*

	Strongly agree (5)	Agree (4)	Somewhat agree (3)	Neither agree nor disagree (2)	Somewhat disagree (1)
...I am often successful at in implementing my ideas (1)	❍	❍	❍	❍	❍
...I am often successful at in putting my ideas into practice (2)	❍	❍	❍	❍	❍
...many of my ideas are used in our organization (5)	❍	❍	❍	❍	❍
...I usually improved something (6)	❍	❍	❍	❍	❍

Page Break

I-IH **In my own work,** *(Select the appropriate response to each statement.)*

	Strongly agree (5)	Somewhat agree (4)	Neither agree nor disagree (3)	Somewhat disagree (2)	Strongly disagree (1)
...I use new technologies as a matter of habit (1)	❍	❍	❍	❍	❍
...I am addicted to using new technologies (2)	❍	❍	❍	❍	❍
...it is a habit of mine to use new technologies in my work (3)	❍	❍	❍	❍	❍
For this statement, select: Strongly disagree (5)	❍	❍	❍	❍	❍

End of Block: INNOVATIVENESS

Start of Block: JOB INSECURITY

JI **If my company adopts Artificial Intelligent (AI) tools,** *(Select the appropriate response to each statement.)*

	Strongly agree (5)	Somewhat agree (4)	Neither agree nor disagree (3)	Somewhat disagree (2)	Strongly disagree (1)
...there are high chances that I will lose my job (1)	❍	❍	❍	❍	❍
...I feel insecure about the future of my job (2)	❍	❍	❍	❍	❍
...I think I might lose my job in the near future (3)	❍	❍	❍	❍	❍

End of Block: JOB INSECURITY

Start of Block: PERCIEVED USEFULNESS

PU **Using Artificial Intelligent (AI) tools in my job will** *(Select the appropriate response to each statement.)*

	Strongly agree (5)	Somewhat agree (4)	Neither agree nor disagree (3)	Somewhat disagree (2)	Strongly disagree (1)
...improve my performance (1)	❍	❍	❍	❍	❍
...increase my productivity (2)	❍	❍	❍	❍	❍
...enhance my effectiveness (3)	❍	❍	❍	❍	❍
...enable me to accomplish tasks more quickly (6)	❍	❍	❍	❍	❍
...make my job easier (7)	❍	❍	❍	❍	❍
I would find using AI tool in my job useful (8)	❍	❍	❍	❍	❍

End of Block: PERCIEVED USEFULNESS

Start of Block: SELF IMAGE

SI Select the appropriate response to each statement.

	Strongly agree (5)	Somewhat agree (4)	Neither agree nor disagree (3)	Somewhat disagree (2)	Strongly disagree (1)
Using AI is consistent with how I see myself (1)	❍	❍	❍	❍	❍
People similar to me use AI (2)	❍	❍	❍	❍	❍
Using AI reflects who I am (3)	❍	❍	❍	❍	❍

End of Block: SELF IMAGE

Start of Block: PERCIEVED EASE OF USE

PEOU **In my own work,** *(Select the appropriate response to each statement.)*

	Strongly agree (5)	Somewhat agree (4)	Neither agree nor disagree (3)	Somewhat disagree (2)	Strongly disagree (1)
...using AI, would not require a lot of my mental effort (1)	❍	❍	❍	❍	❍
...using AI would to be easy to use (2)	❍	❍	❍	❍	❍
...I would find it easy to get the AI tools to perform well (3)	❍	❍	❍	❍	❍
...learning to use AI tools would be easy for me (4)	❍	❍	❍	❍	❍
...my interaction with AI tools would be clear and understandable. (5)	❍	❍	❍	❍	❍
...it would be easy for me to become skillful at using AI tools (6)	❍	❍	❍	❍	❍

End of Block: PERCIEVED EASE OF USE

Start of Block: ORG CHANGE READINESS

OR-OV **Adopting AI tools in the workplace will...** *(Select the appropriate response to each statement.)*

	Strongly agree (5)	Somewhat agree (4)	Neither agree nor disagree (3)	Somewhat disagree (2)	Strongly disagree (1)
...benefit my organization (1)	❍	❍	❍	❍	❍
...improve our overall efficiency (2)	❍	❍	❍	❍	❍
...align with the values of my organization (3)	❍	❍	❍	❍	❍

Page Break

OR_MS When considering whether to use AI tools in the workplace, **it is important that:**

	Strongly agree (5)	Somewhat agree (4)	Neither agree nor disagree (3)	Somewhat disagree (2)	Strongly disagree (1)
Our senior leaders encourage all of us to embrace AI tools in the workplace (1)	❍	❍	❍	❍	❍
Our organization's top decision-makers put all their support behind adopting AI tools in the workplace (2)	❍	❍	❍	❍	❍
Every senior manager stresses the importance of adopting AI tools in the workplace (3)	❍	❍	❍	❍	❍
This organization's most senior leaders are committed to adopting AI tools in the workplace (6)	❍	❍	❍	❍	❍

Management sends a clear signal this organization is going to adopt AI tools in the workplace (8)	❍	❍	❍	❍	❍

End of Block: ORG CHANGE READINESS

Start of Block: EMP CHANGE READINESS

ER_CS **As I consider using AI tools in the workplace,** *(Select the appropriate response to each statement.)*

	Strongly agree (5)	Somewhat agree (4)	Neither agree nor disagree (3)	Somewhat disagree (2)	Strongly disagree (1)
...I do not anticipate any problems adjusting to the work I will have when adopting AI tools (1)	❍	❍	❍	❍	❍
...there are some tasks that will be required that I don't think I can do well (2)	❍	❍	❍	❍	❍
...I feel I can handle the change with ease (3)	❍	❍	❍	❍	❍
...I have the skills that are needed (6)	❍	❍	❍	❍	❍
...I can learn everything that will be required (7)	❍	❍	❍	❍	❍

...my past experiences make me confident that I will be able to perform successfully after adopting AI (8)	❍	❍	❍	❍	❍

Page Break

ER-D **As I consider using AI tools in my job,** (Select the appropriate response to each statement.)

	Strongly agree (5)	Somewhat agree (4)	Neither agree nor disagree (3)	Somewhat disagree (2)	Strongly disagree (1)
...it make sense for my organization (1)	❍	❍	❍	❍	❍
...there are legitimate reasons for my organization to use AI (2)	❍	❍	❍	❍	❍
...there are a number of rational reasons for my organization to use AI (3)	❍	❍	❍	❍	❍
...investing in AI tool adoption would be a smart decision for my organization (9)	❍	❍	❍	❍	❍

Page Break

ER-PV **As I consider using AI tools in my job,** *(Select the appropriate response to each statement.)*

	Strongly agree (5)	Somewhat agree (4)	Neither agree nor disagree (3)	Somewhat disagree (2)	Strongly disagree (1)
...I am worried I will lose some of my status in the organization if we adopt AI (1)	❍	❍	❍	❍	❍
...I am worried that the change will disrupt many of the personal relationships I have developed (2)	❍	❍	❍	❍	❍
...there are a number of rational reasons for us to adopt AI (3)	❍	❍	❍	❍	❍
...I am worried that my future in my current job will be limited if we adopt AI (6)	❍	❍	❍	❍	❍

End of Block: EMP CHANGE READINESS

Start of Block: TRUST

TRST **When it comes to my job, I feel AI tools would be:** *(Select the appropriate response to each statement.)*

	Strongly agree (5)	Somewhat agree (4)	Neither agree nor disagree (3)	Somewhat disagree (2)	Strongly disagree (1)
Trustworthy (3)	❍	❍	❍	❍	❍
Reliable (4)	❍	❍	❍	❍	❍
Honest (5)	❍	❍	❍	❍	❍
For this statement, select: Strongly agree (7)	❍	❍	❍	❍	❍

End of Block: TRUST

Start of Block: ATTITUDE

ATT **When it comes to my job, I feel AI tools would:** *(Select the appropriate response to each statement.)*

	Strongly agree (5)	Somewhat agree (4)	Neither agree nor disagree (3)	Somewhat disagree (2)	Strongly disagree (1)
...be a good idea (1)	❍	❍	❍	❍	❍
...have many benefits (2)	❍	❍	❍	❍	❍
...add value to my work (3)	❍	❍	❍	❍	❍
...add emotional balance to my life (7)	❍	❍	❍	❍	❍

End of Block: ATTITUDE

Start of Block: PERCEIVE BEHAVIORAL CONTROL

PBC-CF **When it comes to my job,** *(Select the appropriate response to each statement.)*

	Strongly agree (5)	Somewhat agree (4)	Neither agree nor disagree (3)	Somewhat disagree (2)	Strongly disagree (1)
...I would have a high chance of being successful at using AI (1)	❍	❍	❍	❍	❍
...I have the skills and capabilities to succeed using AI (2)	❍	❍	❍	❍	❍
...I am confident that I would succeed if I started using AI (3)	❍	❍	❍	❍	❍
I am certain that I can use AI tools without sacrificing the quality of my work (7)	❍	❍	❍	❍	❍

Page Break

PBC-CN **When it comes to my job,** *(Select the appropriate response to each statement.)*

	Strongly agree (5)	Somewhat agree (4)	Neither agree nor disagree (3)	Somewhat disagree (2)	Strongly disagree (1)
...I can control the impact of AI on my job (1)	❍	❍	❍	❍	❍
...there are very few events outside my control that could prevent me from using AI (2)	❍	❍	❍	❍	❍
...I would have complete control over my work product while using AI as a professional in my organization (3)	❍	❍	❍	❍	❍

End of Block: PERCEIVE BEHAVIORAL CONTROL

Start of Block: WILLINGNESS

WU **If my company adopts AI tools,** (Select the appropriate response to each statement.)

	Strongly agree (5)	Somewhat agree (4)	Neither agree nor disagree (3)	Somewhat disagree (2)	Strongly disagree (1)
...I have a high intention to use AI (1)	❍	❍	❍	❍	❍
...I intend to learn more about using AI (2)	❍	❍	❍	❍	❍
...I plan to use AI to manage my work (3)	❍	❍	❍	❍	❍
...I look forward to the aspects of my job that require me to use AI (4)	❍	❍	❍	❍	❍
For this statement, select: Somewhat agree (5)	❍	❍	❍	❍	❍

End of Block: WILLINGNESS

Start of Block: PERSONALITY

PER-INST Please consider where your personality falls between the two statements on each row for the next few sections.

Example.

.

To continue to the statements, select NEXT

Page Break

P-O Select **where your personality falls between** the **two options** for each row.

	Completely	Equally	Completely			
	6 (0)	7 (1)	8 (2)	9 (3)	10 (4)	
Unintelligent	❍	❍	❍	❍	❍	Intelligent
Unanalytical	❍	❍	❍	❍	❍	Analytical
Unreflective	❍	❍	❍	❍	❍	Reflective
Uninquisitive	❍	❍	❍	❍	❍	Curious
Unimaginative	❍	❍	❍	❍	❍	Imaginative
Uncreative	❍	❍	❍	❍	❍	Creative
Unsophisticated	❍	❍	❍	❍	❍	Sophisticated

Page Break

P-C Select **where your personality falls between** the **two options** for each row.

	Completely	Equally	Completely			
	6 (0)	7 (1)	8 (2)	9 (3)	10 (4)	
Disorganized	❍	❍	❍	❍	❍	Organized
Irresponsible	❍	❍	❍	❍	❍	Responsible
Negligent	❍	❍	❍	❍	❍	Conscientious
Impractical	❍	❍	❍	❍	❍	Practical
Careless	❍	❍	❍	❍	❍	Thorough
Lazy	❍	❍	❍	❍	❍	Hardworking
Extravagant	❍	❍	❍	❍	❍	Thrifty

Page Break

P-E Select **where your personality falls between** the **two options** for each row.

	Completely	Equally	Completely			
	6 (0)	7 (1)	8 (2)	9 (3)	10 (4)	
Introverted	❍	❍	❍	❍	❍	Extroverted
Unenergetic	❍	❍	❍	❍	❍	Energetic
Silent	❍	❍	❍	❍	❍	Talkative
Timid	❍	❍	❍	❍	❍	Bold
Inactive	❍	❍	❍	❍	❍	Active
Unassertive	❍	❍	❍	❍	❍	Assertive
Unadventurous	❍	❍	❍	❍	❍	Adventurous

Page Break

P-A Select **where your personality falls between** the **two options** for each row.

	Completely	Equally	Completely			
	6 (0)	7 (1)	8 (2)	9 (3)	10 (4)	
Cold	❍	❍	❍	❍	❍	Warm
Unkind	❍	❍	❍	❍	❍	Kind
Uncooperative	❍	❍	❍	❍	❍	Cooperative
Selfish	❍	❍	❍	❍	❍	Unselfish
Disagreeable	❍	❍	❍	❍	❍	Agreeable
Distrustful	❍	❍	❍	❍	❍	Trustful
Stingy	❍	❍	❍	❍	❍	Generous

Page Break

X→

P-N Select **where your personality falls between** the **two options** for each row.

	Completely	Equally	Completely			
	6 (0)	7 (1)	8 (2)	9 (3)	10 (4)	
Angry	❍	❍	❍	❍	❍	Calm
Tense	❍	❍	❍	❍	❍	Relaxed
Nervous	❍	❍	❍	❍	❍	At Ease
Envious	❍	❍	❍	❍	❍	Not Envious
Unstable	❍	❍	❍	❍	❍	Stable
Discontented	❍	❍	❍	❍	❍	Contented
Emotional	❍	❍	❍	❍	❍	Unemotional

End of Block: PERSONALITY

Start of Block: CV

AGE-2 How old are you?

- ❍ Under 18 (1)
- ❍ 18-24 years old (2)
- ❍ 25-34 years old (3)
- ❍ 35-44 years old (4)
- ❍ 45-54 years old (5)
- ❍ 55-64 years old (6)
- ❍ 65+ years old (7)

Page Break

EDU What is the highest level of education you have completed?

- ❍ Some high school or less (1)
- ❍ High school diploma or GED (2)
- ❍ Some college, but no degree (3)
- ❍ Associates or technical degree (4)
- ❍ Bachelor's degree (5)
- ❍ Graduate or professional degree (MA, MS, MBA, PhD, JD, MD, DDS etc.) (6)
- ❍ Prefer not to say (7)

Q46 What is the highest level of education you have completed?

- ❍ Some high school or less (1)
- ❍ High school diploma or GED (2)
- ❍ Some college, but no degree (3)
- ❍ Associates or technical degree (4)
- ❍ Bachelor's degree (5)
- ❍ Graduate or professional degree (MA, MS, MBA, PhD, JD, MD, DDS etc.) (6)
- ❍ Prefer not to say (7)

Page Break

GENDER How do you describe yourself?

- ❍ Male (1)
- ❍ Female (2)
- ❍ Non-binary / third gender (3)
- ❍ Prefer to self-describe (4)

_____

- ❍ Prefer not to say (5)

Page Break

EMP_STS What best describes your employment status over the last three months?

- ❍ Working full-time (1)
- ❍ Working part-time (2)
- ❍ Unemployed and looking for work (3)
- ❍ A homemaker or stay-at-home parent (4)
- ❍ Student (5)
- ❍ Retired (6)
- ❍ Other (7)

Page Break

INCOME What is your annual **gross income**?

- ❍ Less than $10,000 (0)
- ❍ $10,000 - $19,999 (1)
- ❍ $20,000 - $29,999 (2)
- ❍ $30,000 - $39,999 (3)
- ❍ $40,000 - $49,999 (4)
- ❍ $50,000 - $59,999 (5)
- ❍ $60,000 - $69,999 (6)
- ❍ $70,000 - $79,999 (7)
- ❍ $80,000 - $89,999 (8)
- ❍ $90,000 - $99,999 (9)
- ❍ $100,000 - $149,999 (10)
- ❍ More than $150,000 (11)

Page Break

X→

Firm How many people does your company (or most recent company) employee?

- 1 - 50 (1)
- 50 - 199 (2)
- 200 - 499 (3)
- 500 - 999 (4)
- 1,000 - 1,999 (5)
- 2000 - 3,999 (6)
- 4,000 - 7,999 (7)
- 8,000 - 14,999 (8)
- 15,000 or more (9)

Page

Break

PRIOR USE Select the appropriate response to each statement.

	Never (0)	Once a week (1)	2-3 times a week (2)	4-6 times a week (3)	Daily (4)
I currently use AI tool(s) at work (1)	❍	❍	❍	❍	❍
I currently use AI tool(s) at in my personal life (2)	❍	❍	❍	❍	❍

Page Break

NATION In which country do you currently reside?

▼ Australia (1) ... Other (6)

Page

Break

IND_CAT How would you classify your industry?

- ❍ Goods-Producing (Examples: Agriculture, Mining, Construction, Manufacturing) (1)
- ❍ Service-Providing (Trade, Utilities, IT, Finance, Accounting, Education or Health Services, Hospitality) (2)

ROLE How would you describe your job role (Example: IT/MIS, Accounting,

Carpenter, Health Care Provider, Driver)

_____

Page Break

SENIORITY How would you rand your seniority with in your organization?

- ❍ Entry-level - Typically refers to jobs open to those just entering a field or new graduates. May require little to no prior experience. (1)
- ❍ Junior - Usually 1-3 years of experience in a role. Often the initial professional level in many fields. (2)
- ❍ Mid-level/Intermediate - Generally 3-7 years of experience. Handles more complex tasks with moderate supervision. (3)
- ❍ Senior - Typically 7-15 years of experience with advanced skills and independent judgment. May involve managing teams or overseeing major projects/initiatives. (4)
- ❍ Lead/Principal/Head - 15+ years of experience with recognized expertise. Provides strategic leadership and advice at the executive/organizational level. (5)
- ❍ Executive/C-suite - Highest seniority level responsible for overall management and strategic direction. Titles like CEO, CFO, COO. (6)

End of Block: CV

VITA

BENJAMIN E. WOMICK

Born in Spartanburg, South Carolina

1999-2015 B.A., Interdisciplinary Studies
University of South Carolina Upstate
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2009-2015 M.F.A., Technical Direction
California Institute of the Arts
Valencia, California

Teaching Assistant
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2020-2021 M.B.A.
Citadel Military College of South Carolina
Charleston, South Carolina

Graduate Research and Teaching Assistant
Citadel Military College of South Carolina
Charleston, South Carolina

2021 -2024 D.B.A.
Florida International University
Miami, Florida

2021-present Global Planning Leader
GE Vernova – Wind Turbine Engineering
Greenville, South Carolina

2021-present President
Technical Arts, LLC
Spartanburg, South Carolina

2024-present CFO, CTO, Board Chair
Lotus Maintenance, Inc.
Spartanburg, South Carolina