Quest Journals
Journal of Research in Business and Management
Volume 13 ~ Issue 12 (December 2025) pp: 83-89
ISSN(Online):2347-3002
www.questjournals.org

Research Paper

Psychological Readiness for STARA: Self-Esteem Dynamics in the Workplace

Amita Nigam
Ph.D. Scholar
Department of Management Studies, Central University of Haryana
Jant-Pali, Mahendergarh, Haryana-123029

Abstract
Smart Technology, Artificial Intelligence, Robotics, and Algorithms (STARA) is something that almost everyone interacts with regularly. AI quickly permeates every aspect of our daily lives, from Netflix recommendations to smartphone checks. Despite AI's growing role, many hesitate to use AI applications due to a lack of knowledge, technical skills, confidence, trust, or education, which may lower self-esteem. This paper covers why interactions with evolving trends in AI do not always emanate positive self-esteem in humans. The goal of this study is to review past research studies that looked at the self-esteem of those who use AI applications. Even though AI doesn't have emotions or self-esteem, it indirectly influences human self-esteem, producing positive or negative effects. This research paper concludes with a brief discussion of the issues facing how utilizing AI applications affects people's self-esteem. Will it be beneficial for humanity's self-esteem?
Keywords: *Self-Esteem, Artificial Intelligence, Adoption, PRISMA, STARA*
JEL classification: *O33, J24*

*Received 15 Dec., 2025; **R**evised 28 Dec., 2025; **A**ccepted 30 Dec., 2025 © The author(s) 2025.*
P**ublished with open access at **www.questjournas.org

I. Introduction

Industries using artificial intelligence (AI) to enable human-AI algorithms and agent interactions, helping customers in various ways. Artificial Intelligence (AI) has the potential to be integrated into diverse technologies, such as computers, mobile phones, and anthropomorphised into a robot form to assist with numerous activities, ranging from room services to travel planning. All over the world, AI is increasingly being utilised by industries and is a major source of innovation and progress for businesses. The adoption of AI by industries will change the workplace itself and the nature of employment. More jobs now completed by humans will be performed by algorithms and AI agents, who will also supplement human labour by performing things that humans are not capable of. Artificial Intelligence (AI) is revolutionising the way individuals carry out tasks in professional environments. The process involves transitioning between different occupations, duties, and the fundamental characteristics of work. The technological revolution of AI encompasses smart technologies, artificial Intelligence, robotics, and algorithms (STARA), which has a significant impact on human self-esteem, which can be either positive or negative. Employees can focus more on productive, creative tasks and enhance self-efficacy with the help of AI implementation in the workplace. On the other hand, it can also activate concern and fear regarding job displacement (Han et al., 2025). Various factors influence this impact, including the nature of the work, how AI technologies are implemented, and an individual's perspective on AI's role in their job. AI utilization in the workplace can have various effects on human self-esteem. Self-esteem refers to how a particular employee feels their importance in the workplace based on the duties they are handling and their accomplishments. Considering all these aspects is vital for their mental growth, enhancing their performance level and keeping them loyal to the company (Gómez-Jorge & Díaz-Garrido, 2024). Implementing artificial intelligence (AI) in workplaces can increase efficiency as well as output. While research highlights the benefits of AI integration, many organizations struggle with its application. Key challenges include a lack of understanding of where and how to implement AI and difficulties in gathering enterprise-level data for effective adoption. This paper explores these challenges by examining the employee perspective on AI adoption. This paper represents a thorough examination of the various literatures, identifies the impact of emerging AI trends on employee self-esteem in the

workplace and highlights the points that need attention for implementing AI in an organization, which enhances employees' productivity while preserving their self-esteem.

To examine how emerging AI trends, affect the self-esteem of employees, an insights from identified research gap was utilized to develop a conceptual framework based on two theories, such as Self-Determination Theory (SDT), which suggests that satisfying psychological needs, including autonomy, competence, and relatedness, enhances intrinsic motivation and self-worth (Leong et al., 2025; Gómez-Jorge & Díaz-Garrido, 2024) and the other theory, Conservation of Resources Theory (COR) claims that, there are some factors impacting self-esteem and stress because as increasing involvement of AI in organizations can either deplete or conserve resources like emotional energy and job security (Jin et al., 2024). Figure 1 illustrates the dynamics of self-esteem in the workplace because of the growing adoption of AI trends.

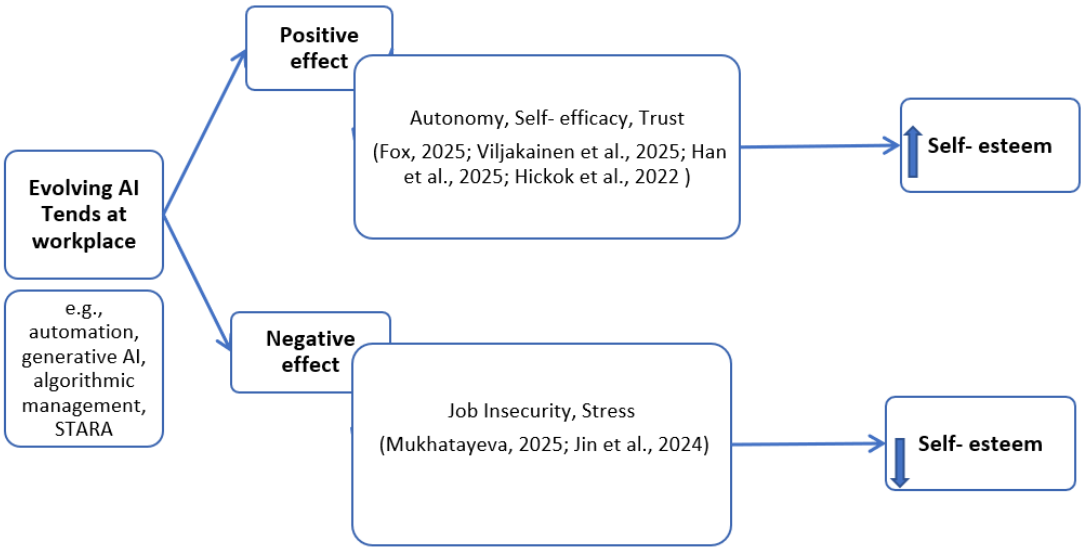

Figure 1. Dynamics of Self-esteem

II. Literature Review

The phrase "a collection of devices and software capable of supplementing and improving organizational performance" describes artificial intelligence (AI) (Alsheibani et al., 2018). Creating "artificial" systems that are capable of solving difficult environmental challenges accomplishes this. In this context, "intelligence" refers to the imitation of human intelligence. Strategic planning requires this kind of intelligence, which companies have successfully used to their advantage to outperform rivals(Varian, 2018). Artificial intelligence (AI) can do activities that are similar to those performed by people on their own by interpreting data and learning. The data that is sent into intelligent systems determines their functionality (Farrow, 2019; Thesmar et al., 2019). On the other hand, incomplete data cannot be obtained by intelligent systems. For AI applications in the workplace, therefore, data consistency and volume are crucial challenges. Employee interventions are necessary to support AI systems since human behavior and intellect are essential for identifying missing data points and classifying relevant data for them. Yet, one of the biggest worries for workers utilizing workplace AI is losing their jobs (Braganza et al., 2021; Rampersad, 2020). Brougham and Haar (2018) proposed a STARA framework that explores how emerging trends of AI implementation in the workplace affect employees' psychological state and instigate the fear of job loss. Workers who are unaware of the benefits or ways in which AI applications touch them will not feel at ease. Providing employees with an opportunity to observe how this AI in the workplace enhances their skills seems to be a solution to this problem (Fügener et al., 2022; Goldberg, 2018; Wilson & Daugherty, 2019). The notion that "machines are replacing humans" in the workplace is out of date in scholarly writing (Dwivedi et al., 2021; Wilson & Daugherty, 2019). Human workers have expanded the value chain as AI focuses on enhancing human ability, skills, and competencies to enable effective workplace interaction (Dwivedi et al., 2021; Leo Kumar, 2017; Zirar et al., 2023). To maximize value generation from human-machine collaboration, AI forces workers to develop human-only abilities(Chuang, 2020).

Human-AI interaction reveals that ideas on AI are very diverse. People's intentions toward artificial intelligence can be influenced by salient signals, affordances, or cooperative contact, among other things (Shin, 2021; Sundar, 2020; Wirtz et al., 2020). Workers create a persona about their employment and applied technology. The introduction of AI may contradict employers' commitment to their professions, which could lead to resistant behaviors like algorithm aversion. The term "algorithm aversion" describes the tendency of workers to favor human judgment over algorithmic support under the same conditions (Dietvorst et al., 2014; Venkatesh, 2022).

According to (Gomez-Mejia, 2021). AI products and technologies are expected to replace several occupations, including those in market research, retail, and advertising sales, computer support, courier, proofreading, and receptionist services, as well as bookkeeping clerks, telemarketers, and compensation and benefits managers. Growing reliance on AI products and technology could eventually result in a loss of purpose as computerization and automation supplant human labor. Craig et al. (2019) Define "the anticipation of harm to an individual's self-beliefs, caused by the use of an IT, and the entity it applies to is the individual user of an IT" to characterize this resistance as an IT identity threat. Because AI is going to change employment in businesses and may have an impact on people's identities, it is crucial to comprehend the emergence of future predictors of AI resistance based on IT identity risks.

AI integration at work can lead to stress and negatively impact people's health (Ali et al., 2023; Belanche et al., 2021a). Artificial Intelligence (AI) agents and algorithms have the potential to adversely impact human workers. This detrimental effect can be explained by the emotional states that people develop that are linked to their fear of change and the unknown. People frequently have a fear of things they cannot master, which affects their ability to do regular chores and obligations at work (Mirbabaie et al., 2022). AI cannot relate to humans the way humans can, and human employees fear that they may lose their interpersonal connections at work. Given that they anticipate losing skills over time relative to their non-human counterparts, human workers may find it uncomfortable to collaborate with non-human agents (Belanche et al., 2020; Flavián & Casaló, 2021). Additionally, people often worry that AI will replace them, which will increase unemployment. These negative characteristics are closely linked to the lack of knowledge and ambiguity about how technical and soft skills will evolve in AI work in the future (Deshpande et al., 2021; Mirbabaie et al., 2022). However, when individuals understand that AI agents and algorithms may assist them with jobs, resulting in enhanced overall performance, the advantages of incorporating AI into enterprises can induce positive stress (Huang & Rust, 2021; Lei et al., 2021). This optimism might make it possible for employees both human and non-human to work together and cooperatively. Consequently, rather than being a worry, AI might be a motivating element (Kong et al., 2021; Li et al., 2019). In artificial intelligence, the association between mild stress and happiness can be mitigated through employee and organizational involvement. Human workers gain from this engagement and grow more identified and content with working for that company when they embrace the existence of AI, comprehend its capabilities, and experience good psychological impacts from working with AI(Ali et al., 2023; Ashfaq et al., 2020). Working with and interacting with AI will make humans who can withstand mental or emotional strain joyful, and they will want to stay in that field (Kumar & Pansari, 2016). Self-esteem also influences boosting engagement with the organization. When dealing with AI, humans who have strong self-esteem will also typically be more interested. As people implement and adjust to using and interacting with AI algorithms and agents, they benefit from both technical instruction and psychological support, which leads to the psychological reinforcement of self-esteem (Avison & Rosenberg, 1981; Belanche et al., 2021b; Kong et al., 2021). Happy workers tend to be in better physical and mental health, can cope more effectively with stressful situations, perform better, and are generally happy in their employment, which makes them important assets for enterprises (Chen et al., 2018; Kun & Gadanecz, 2022; Park et al., 2016; Wood & Joseph, 2010). Happier workers do better at work, exhibit higher levels of prosocial and cooperative behavior, have better coping skills, self-control, and self-regulation, as well as more fulfilling relationships and fewer burnout episodes (Chen et al., 2018; Layous, 2019). Additionally, affective organizational commitment, work engagement, and job satisfaction are not the same as employee happiness. Several elements, such as effective job control and organization-based self-esteem, might impact an employee's perception of job satisfaction, affective organizational commitment, and work engagement (Mauno et al., 2007; Saks, 2006). While having little bearing on happiness on an emotional level, these variables can raise work engagement, total job satisfaction, and affective organizational commitment (Fisher 2010). According to this study, a happy workplace is one where workers are motivated, excited about what they do, find meaning and purpose in what they do, form strong relationships with coworkers, and feel dedicated to their work (Kun & Gadanecz, 2022). According to this study, using and/or interacting with AI agents and algorithms at work might boost employees' self-esteem if the right circumstances are met.

III. Research Methodology

The authors of this study conducted a systematic review of the literature following the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) statement (Figure 2). This protocol is widely acknowledged as the best methodology in various studies (Dhingra et al., 2024; Moher et al., 2009; Page et al., 2021). The keywords ("positive self-esteem" OR "negative self-esteem") AND ("automation" OR "generative AI" OR "algorithmic management" OR "STARA") AND "workplace" AND "adoption" were googled to find papers on evolving Trends in AI affecting self-esteem in the workplace. Initiating the first search between 2019 and 2024 yielded 53 articles from the reputable scientific database Google Scholar. Then, 42 articles were identified using the same keywords to examine the title, abstract, and keywords. Further, a total of 14 articles were collected after excluding irrelevant records. After conducting all the filtrations, 11 articles were included in this paper for

analysis, and these papers belong to top-notch publishers such as Elsevier, Emerald, Taylor and Francis, Wiley, Sage, and Springer (Dhingra et al., 2024).

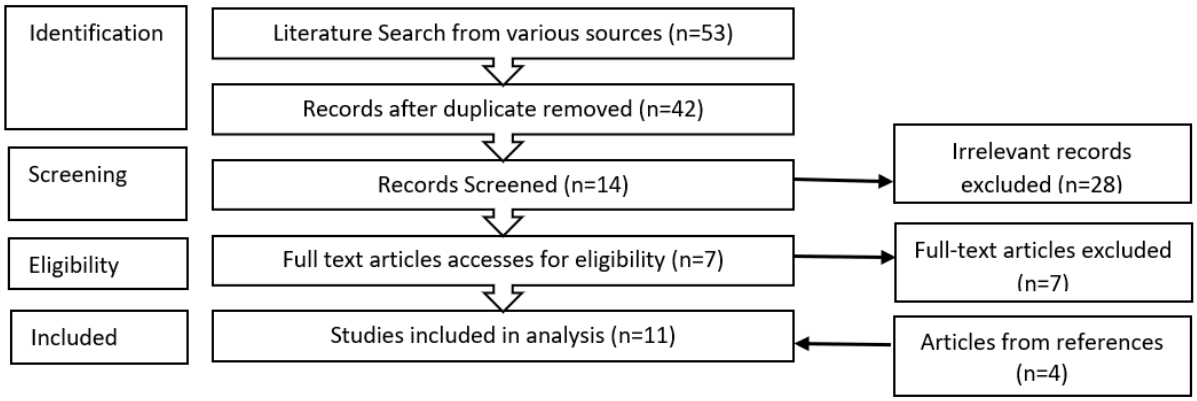

Figure 2. PRISMA model.

IV. Results

This section of the paper provided an overview of the prior research studies that examined the relationship between the use of artificial intelligence in the workplace and its impact on the self-esteem of workers. Table 1 displays a concise overview of the chosen research publications.

Table 1: Summary of Selected Research Articles

Year	Author(s)	Title	Study Objective	Findings
2024	Canbul Yaroğlu	*Who's in the mirror: shaping organizational identity through artificial intelligence and symbolic interactionism*	This study analyzes AI's impact on identity creation at the individual and organizational levels. The study examines AI's impact on social interactions and identity perceptions using symbolic interactionism and looking-glass self theories. It aims to study how AI-driven interactions change self-perception in organizations and to give a theoretical framework for these changes.	AI alters personal and group identities by automating activities and giving quick feedback, which can improve self-image and group identity or create identity risks or growth chances based on task alignment.
2023	Zirar et al.	*Worker and workplace Artificial Intelligence (AI) coexistence: Emerging themes and research agenda*	Examining how employees and AI can get along in the workplace by examining pertinent literature and creating a theoretical framework for further study.	Examines how workers are affected by AI, how much trust they place in AI systems, and how their relationship with AI technologies is changing. It highlights potential challenges, particularly for workers with lower skills, and suggests understanding and addressing these issues could boost confidence and self-esteem.
2023	Loureiro et al.	*Working with AI: Can stress bring happiness.*	Determining how benign stress and worker involvement affect happiness while utilizing AI agents and algorithms.	The study reveals that benign stress indirectly impacts employee engagement, affecting satisfaction. Employee participation mediates the relationship between stress and happiness, emphasizing the importance of having a positive working experience with AI agents and algorithms.
2022	Mirbabaie et al.	*The rise of artificial intelligence – understanding the AI identity threat at the workplace*	Investigating the impact of AI identity threat in the workplace by evaluating a research model using PLS-SEM.	Emphasizes how crucial it is to comprehend how AI impacts workers' identities at work and how crucial it is to have workers' perspectives and experiences to successfully manage potential risks and ensure AI adoption.
2022	Y. Y. Wang & Wang	*Development and validation of an artificial intelligence*	Developing and validating a 21-item Artificial Intelligence Anxiety Scale (AIAS) to measure	A relationship between Artificial Intelligence Anxiety (AIA) and motivated learning behavior has been shown, and the

		anxiety scale: an initial application in predicting motivated learning behavior	anxiety related to AI technologies and explore its relationship with motivated learning behavior.	AI Anxiety Scale (AIAS) was created to measure anxiety associated with AI development. The results imply that AIA may have an impact on people's preferences for particular AI products or technologies.
2021	Poquet & Laat	*Developing Capabilities: Lifelong Learning in The Age of AI*	Exploring the role of AI in lifelong learning and its impact on individual development and societal benefits.	The study emphasizes how technology, especially artificial intelligence (AI), has a big impact on jobs and lifelong learning, moving the emphasis from human capital to human growth. It emphasizes the importance of learning analytics and data-driven feedback in improving learning design and self-regulation techniques.
2021	Kumar et al.	*Influence of new-age technologies on marketing: A research agenda*	Assessing the impact of new-age technologies, such as IoT, AI, ML, and blockchain, on firms and customers, and proposed research questions for further investigation in marketing.	Global firm managers expressed a desire to adopt advanced technologies, highlighting their importance in marketing plans and customer satisfaction. However, the study highlighted the need for further research to fully understand their potential benefits.
2021	Chiu et al.	*In the hearts and minds of employees: A model of pre-adoptive appraisal toward artificial intelligence in organizations*	Aiming to explore the link between employee attitudes (cognitive and affective) and their plans to adopt workplace AI. It seeks to find possible confounding factors affecting this relationship and how system kinds may alter user perceptions and behaviors. The study also aims to clarify cognitive appraisal theory concerning technology adoption.	The study finds that employee attitudes greatly affect their willingness to use workplace AI. It stresses the need to address cognitive and affective variables to improve AI acceptability and utilization in enterprises.
2020	Bankins & Formosa	*When AI meets PC: Exploring the implications of workplace social robots and a human-robot psychological contract*	Aiming to investigate the dynamics of psychological contracts between people and social bots, including reciprocity. It aims to improve knowledge of these relationships and their ramifications in working environments through a constructive thought exercise based on recognized conceptual frameworks. The study also aims to find crucial traits of human-robot contracts for future study.	The study concludes that human-social AI psychological contracts exhibit systemic imbalances in reciprocity, frequently favoring the human partner. This imbalance has the potential to induce substantial residual effects on human-human relationships, which could affect workplace dynamics and interpersonal interactions. Future research is encouraged to delve deeper into the implications of these relationships as social algorithms become more integrated into work environments.
2020	Belanche et al.	*Robots or frontline employees? Exploring customers' attributions of responsibility and stability after service failure or success"*	Examining customer attributions in service encounters with robots compared to human employees, focusing on responsibility and stability attributions.	The study emphasizes the significance of consumer attributions in frontline robot service interactions, highlighting the need for businesses to understand and manage these attributions to enhance customer satisfaction and experiences, and to communicate the analytical capabilities of frontline robots.
2019	W. Wang & Siau	*Artificial Intelligence, Machine Learning, Automation, Robotics, Future of Work and Future of Humanity: A Review and Research Agenda*	Investigating the impact of AI biases on decision-making processes and job displacement, as well as exploring potential benefits and ethical considerations of AI technology in various fields	The study highlights the potential for unintentional discrimination in AI, highlighting the potential for wealth inequality and job displacement, highlighting the need for ethical considerations in its implementation.

V. Conclusion & Discussion

This paper examines how the emergence of AI at the corporate level impacts employee self-esteem. Implementation challenges may arise from concerns about job loss, resistance to change, and other technological migration issues. The study aims to help organizational leaders develop strategies that increase awareness, reduce job overload, and promote growth while enhancing employment opportunities by identifying factors influencing

AI adoption from the employee perspective. By addressing these factors, executives can alleviate issues that hinder AI acceptance. This research advocates for a synergistic relationship between humans and AI, enhancing individual well-being and self-esteem at work. Understanding AI's potential in digital markets through ongoing education enables individuals and organizations to leverage this technology effectively. Organisations must follow practical guidelines for safeguarding employees' self-esteem by establishing an ethical framework that upholds human dignity, which includes principles such as reducing bias, promoting equality, and enhancing transparency. They must encourage employee participation in every stage of planning and implementing AI in the organization, as it will create a sense of involvement and ownership in them. Ensuring employees that developing an AI system will support and lift their human skills instead of replacing them. Offer training programs to enhance understanding and usage of AI technologies. Emphasize skill development that improves collaboration with AI, supporting career growth opportunities. Utilizing AI will manage workloads, ensuring employees do not experience excessive stress. Set up channels for employees to share their feedback on AI experiences. These guidelines help create a balanced environment where AI enhances productivity and employee self-esteem, aligning technology with human-centric values. In conclusion, AI presents both challenges and opportunities for employee self-esteem, and integrating it thoughtfully can maximize benefits while minimizing drawbacks, ultimately enhancing the workplace experience.

References

[1]. Ali, F., Dogan, S., Chen, X., Cobanoglu, C., & Limayem, M. (2023). Friend or a foe: understanding generation Z employees' intentions to work with service robots in the hotel industry. *International Journal of Human–Computer Interaction*, *39*(1), 111-122.

[2]. Alsheibani, S., Cheung, Y., & Messom, C. (2018). Artificial intelligence adoption: AI-readiness at firm-level. In *Pacific Asia Conference on Information Systems 2018* (p. 37). Association for Information Systems.

[3]. Ashfaq, M., Yun, J., Yu, S., & Loureiro, S. M. C. (2020). I, Chatbot: Modeling the determinants of users' satisfaction and continuance intention of AI-powered service agents. *Telematics and Informatics*, *54*, 101473.

[4]. Avison, W. R., & Rosenberg, M. (1981). Conceiving the Self. *Canadian Journal of Sociology / Cahiers Canadiens de Sociologie*, *6*(2), 212.

[5]. Belanche, D., Casaló, L. V., & Flavián, C. (2021a). Frontline robots in tourism and hospitality: service enhancement or cost reduction? *Electronic Markets*, *31*(3), 477–492.

[6]. Bankins, S., & Formosa, P. (2020). When AI meets PC: Exploring the implications of workplace social robots and a human-robot psychological contract. *European Journal of Work and Organizational Psychology*, *29*(2), 215-229.

[7]. Belanche, D., Casaló, L. V., Flavián, C., & Pérez-Rueda, A. (2021b). The role of customers in the gig economy: how perceptions of working conditions and service quality influence the use and recommendation of food delivery services. *Service Business*, *15*(1), 45–75.

[8]. Belanche, D., Casaló, L. V., Flavián, C., & Schepers, J. (2020). Robots or frontline employees? Exploring customers' attributions of responsibility and stability after service failure or success. *Journal of Service Management*, *31*(2), 267–289.

[9]. Braganza, A., Chen, W., Canhoto, A., & Sap, S. (2021). Productive employment and decent work: The impact of AI adoption on psychological contracts, job engagement and employee trust. *Journal of Business Research*, *131*, 485–494.

[10]. Brougham, D., & Haar, J. (2018). Smart technology, artificial intelligence, robotics, and algorithms (STARA): Employees' perceptions of our future workplace. *Journal of Management & Organization*, *24*(2), 239-257.

[11]. Canbul Yaroğlu, A. (2024). Who's in the mirror: shaping organizational identity through artificial intelligence and symbolic interactionism. *Kybernetes*.

[12]. Chen, K. J., Yang, C. C., & Chiang, H. H. (2018). Model of coping strategies, resilience, psychological well-being, and perceived health among military personnel. *Journal of Medical Sciences*, *38*(2), 73-80.

[13]. Chiu, Y. T., Zhu, Y. Q., & Corbett, J. (2021). In the hearts and minds of employees: A model of pre-adoptive appraisal toward artificial intelligence in organizations. *International Journal of Information Management*, *60*, 102379.

[14]. Chuang, S. (2020). An empirical study of displaceable job skills in the age of robots. *European Journal of Training and Development*, *45*(6–7), 617–632.

[15]. Craig, K., Thatcher, J. B., & Grover, V. (2019). The IT Identity Threat: A Conceptual Definition and Operational Measure. *Journal of Management Information Systems*, *36*(1), 259–288.

[16]. Deshpande, A., Picken, N., Kunertova, L., De Silva, A., Lanfredi, G., & Hofman, J. (2021). *Improving Working Conditions Using Artificial Intelligence: Study Requested by the AIDA Committee*. European Parliament.18.1550561

[17]. Deshpande, A., Picken, N., Kunertova, L., De Silva, A., Lanfredi, G., & Hofman, J. (2021). *Improving Working Conditions Using Artificial Intelligence: Study Requested by the AIDA Committee*. European Parliament.

[18]. Dhingra, V., Keswani, S., Sama, R., & Rafik Noor Mohamed Qureshi, M. (2024). Social media influencers: a systematic review using PRISMA. *Cogent Business & Management*, *11*(1), 2368100.

[19]. Dietvorst, B. J., Simmons, J. P., & Massey, C. (2014). Algorithm Aversion: People Erroneously Avoid Algorithms after Seeing Them Err. *SSRN Electronic Journal*, *143*(6), 1–13. https://doi.org/10.2139/ssrn.2466040

[20]. Dwivedi, Y. K., Hughes, L., Ismagilova, E., Aarts, G., Coombs, C., Crick, T., ... & Williams, M. D. (2021). Artificial intelligence (AI): Multidisciplinary perspectives on emerging challenges, opportunities, and agenda for research, practice, and policy. *International Journal of Information Management, 57*, 101994.

[21]. Farrow, E. (2019). To augment human capacity—Artificial intelligence evolution through causal layered analysis. *Futures, 108*, 102611.

[22]. Flavián, C., & Casaló, L. V. (2021). Artificial intelligence in services: current trends, benefits and challenges. *Service Industries Journal*, *41*(13–14), 853–859.

[23]. Fox, N. (2025). Protecting Human Dignity and Meaningful Work in the Age of AI: A Social Autonomy Framework for Ethical Decision Making in The Workplace.

[24]. Fügener, A., Grahl, J., Gupta, A., & Ketter, W. (2022). Cognitive Challenges in Human–Artificial Intelligence Collaboration: Investigating the Path Toward Productive Delegation. *Information Systems Research*, *33*(2), 678–696.

[25]. Goldberg, K. (2018). How AI Can Amplify Human Competencies. *MIT Sloan Management Review*, *60*(1), 14–15.

[26]. Gomez-Mejia, A. (2021). The Impact of Artificial Intelligence on Future Labor Markets. *International Journal of Economics, Finance*

and Management Sciences, *9*(6), 250.
[27]. Gómez-Jorge, F., & Díaz-Garrido, E. (2024). Managing employee self-esteem in higher education: impact on individuals, organizations and society. *Management Decision*, *62*(10), 3063-3084.
[28]. Han, Z., Song, G., Zhang, Y., & Li, B. (2025). Trust the machine or trust yourself: How AI usage reshapes employee self-efficacy and willingness to take risks. *Behavioral Sciences*, *15*(8), 1046.
[29]. Hickok, E., Skeet, A., Colclough, C., Penn, J., & Zuroff, R. (2022). Framework for Promoting Workforce Well-being in the AI-Integrated Workplace.
[30]. Huang, M. H., & Rust, R. T. (2021). Engaged to a Robot? The Role of AI in Service. *Journal of Service Research*, *24*(1), 30–41.
[31]. Jin, G., Jiang, J., & Liao, H. (2024). The work affective well-being under the impact of AI. *Scientific Reports*, *14*(1), 25483.
[32]. Kong, H., Yuan, Y., Baruch, Y., Bu, N., Jiang, X., & Wang, K. (2021). Influences of artificial intelligence (AI) awareness on career competency and job burnout. *International Journal of Contemporary Hospitality Management*, *33*(2), 717–734.
[33]. Kumar, V., & Pansari, A. (2016). Competitive Advantage through Engagement. *Journal of Marketing Research*, *53*(4), 497–514.
[34]. Kumar, V., Ramachandran, D., & Kumar, B. (2021). Influence of new-age technologies on marketing: A research agenda. *Journal of Business Research*, *125*, 864–877.
[35]. Kun, A., & Gadanecz, P. (2022). Workplace happiness, well-being and their relationship with psychological capital: A study of Hungarian Teachers. *Current Psychology*, *41*(1), 185–199.
[36]. Layous, K. (2019). Promoting happiness in the workplace. *Creating Psychologically Healthy Workplaces*, 171–195.
[37]. Lei, S. I., Shen, H., & Ye, S. (2021). A comparison between chatbot and human service: customer perception and reuse intention. *International Journal of Contemporary Hospitality Management*, *33*(11), 3977–3995.
[38]. Leo Kumar, S. P. (2017). State of The Art-Intense Review on Artificial Intelligence Systems Application in Process Planning and Manufacturing. *Engineering Applications of Artificial Intelligence*, *65*, 294–329.
[39]. Leong, A. M. W., Bai, J. Y., Rasheed, M. I., Hameed, Z., & Okumus, F. (2025). AI disruption threat and employee outcomes: Role of technology insecurity, thriving at work, and trait self-esteem. *International Journal of Hospitality Management*, *126*, 104064.
[40]. Li, J. (Justin), Bonn, M. A., & Ye, B. H. (2019). Hotel employee's artificial intelligence and robotics awareness and its impact on turnover intention: The moderating roles of perceived organizational support and competitive psychological climate. *Tourism Management*, *73*, 172–181.
[41]. Loureiro, S. M. C., Bilro, R. G., & Neto, D. (2023). Working with AI: can stress bring happiness? *Service Business*, *17*(1), 233–255.
[42]. Mauno, S., Kinnunen, U., & Ruokolainen, M. (2007). Job demands and resources as antecedents of work engagement: A longitudinal study. *Journal of Vocational Behavior*, *70*(1), 149–171.
[43]. Mirbabaie, M., Brünker, F., Möllmann Frick, N. R. J., & Stieglitz, S. (2022). The rise of artificial intelligence – understanding the AI identity threat at the workplace. *Electronic Markets*, *32*(1), 73–99.
[44]. Moher, D., Liberati, A., Tetzlaff, J., & Altman, D. G., PRISMA Group. (2009). Preferred reporting items for systematic reviews and meta-analyses: The PRISMA statement. *PLoS Medicine, 6*(7), e1000097.
[45]. Mukhatayeva, A. (2025). The Impact of AI Exposure on Job Insecurity, Employee Morale, and the Moderating Role of Emotional Intelligence. *Open Access Library Journal*, *12*(6), 1-19.
[46]. Page, M. J., McKenzie, J. E., Bossuyt, P. M., Boutron, I., Hoffmann, T. C., Mulrow, C. D., ... & Moher, D. (2021). The PRISMA 2020 statement: An updated guideline for reporting systematic reviews. *BMJ, 372*, n71.
[47]. Park, N., Peterson, C., Szvarca, D., Vander Molen, R. J., Kim, E. S., & Collon, K. (2016). Positive Psychology and Physical Health: Research and Applications. *American Journal of Lifestyle Medicine*, *10*(3), 200–206.
[48]. Poquet, O., & De Laat, M. (2021). Developing capabilities: Lifelong learning in the age of AI. *British Journal of Educational Technology, 52*(1), 1–14.
[49]. Rampersad, G. (2020). Robot will take your job: Innovation for an era of artificial intelligence. *Journal of Business Research, 116*, 68–74.
[50]. Saks, A. M. (2006). Antecedents and consequences of employee engagement. *Journal of Managerial Psychology*, *21*(7), 600–619.
[51]. Shin, D. (2021). The effects of explainability and causability on perception, trust, and acceptance: Implications for explainable AI. *International Journal of Human-Computer Studies, 146*, 102551.
[52]. Sundar, S. S. (2020). Rise of Machine Agency: A Framework for Studying the Psychology of Human-AI Interaction (HAII). *Journal of Computer-Mediated Communication*, *25*(1), 74–88.
[53]. Thesmar, D., Sraer, D., Pinheiro, L., Dadson, N., Veliche, R., & Greenberg, P. (2019). Combining the Power of Artificial Intelligence with the Richness of Healthcare Claims Data: Opportunities and Challenges. *PharmacoEconomics*, *37*(6), 745–752.
[54]. Varian, H. R. (2018). *Artificial intelligence, economics, and industrial organization* (Vol. 24839). Cambridge, MA, USA:: National Bureau of Economic Research.
[55]. Venkatesh, V. (2022). Adoption and use of AI tools: a research agenda grounded in UTAUT. *Annals of Operations Research*, *308*(1), 641-652.
[56]. Viljakainen, A., Silmukari, J., Roto, V., Čaić, M., & Aromaa, S. (2025). AI and the future of industrial work: a framework for enhancing employee experience from satisfaction to flourishing. *Behaviour & Information Technology*, 1-13.
[57]. Wang, W., & Siau, K. (2019). Artificial intelligence, machine learning, automation, robotics, future of work and future of humanity: A review and research agenda. *Journal of Database Management*, *30*(1), 61–79.
[58]. Wang, Y. Y., & Wang, Y. S. (2022). Development and validation of an artificial intelligence anxiety scale: an initial application in predicting motivated learning behavior. *Interactive Learning Environments*, *30*(4), 619–634.
[59]. Wilson, H. J., & Daugherty, P. R. (2019). Creating the symbiotic AI workforce of the future. *MIT Sloan Management Review, 61*(1), 1–4.
[60]. Wirtz, B. W., Weyerer, J. C., & Sturm, B. J. (2020). The Dark Sides of Artificial Intelligence: An Integrated AI Governance Framework for Public Administration. *International Journal of Public Administration*, *43*(9), 818–829.
[61]. Wood, A. M., & Joseph, S. (2010). The absence of positive psychological (eudemonic) well-being as a risk factor for depression: A ten year cohort study. *Journal of Affective Disorders*, *122*(3), 213–217.
[62]. Zirar, A., Ali, S. I., & Islam, N. (2023). Worker and workplace Artificial Intelligence (AI) coexistence: Emerging themes and research agenda. *Technovation, 124*, 102747.