



Artificial Intelligence and Employee Innovative Work Behavior: The Moderating Role of Psychological Capital

Marium Farooq^{1*}, Esha Mustafa² & Mishal Raza³

¹Lahore School of Behavioral Sciences, University of Lahore

²Department of life Sciences, University of Management and Technology (UMT), Lahore

³Assistant Director, Social Welfare and Bait-ul-Maal Department, Punjab

ABSTRACT

Article History:

Received: Dec 17, 2025
Revised: Jan 18, 2026
Accepted: Jan 30, 2026
Available Online: March 30, 2026

Keywords: Artificial Intelligence,
Innovative Work Behavior,
Psychological Capital

Funding:

This research received no specific grant from any funding agency in the public, commercial, or not-for-profit sectors.

Artificial Intelligence (AI) is driving a transformation in the world of work, helping to improve decision making, automate repetitive tasks and provide employees with new opportunities to be creative and innovative. The purpose of this study is to examine the relationship between the use of AI and Innovative Work Behavior (IWB) of the employees and to investigate the moderating role of Psychological Capital (PsyCap) in this relationship. The study is based on the Job Demands-Resources (JD-R) theory which posits that AI can be a resource at work, but can also be a demand requiring more complexity, uncertainty, and technological stress. A multi-wave longitudinal survey design was used, and the data were analyzed using Structural Equation Modelling (SEM), which aimed to survey employees in sectors that have integrated AI and to analyze the data in that regard. The results show that the use of AI positively impacts innovative work behavior, suggesting that effective use of AI contributes to increased innovative work behavior among employees. Moreover, psychological capital (hope, self-efficacy, resilience and optimism) is a positive link with innovative work behaviors and acts as a facilitator of employees' adaptation to technological changes.

© 2022 The Authors, Published by CISSMP. This is an Open Access article under the Creative Common Attribution Non-Commercial 4.0

Corresponding Author's Email: maryumdua90@gmail.com

DOI: <https://doi.org/10.61503/cissmp.v5i1.424>

Citation: Farooq, M., Mustafa, E., & Raza, M. (2026). Artificial intelligence and employee innovative work behavior: The moderating role of psychological capital. *Contemporary Issues in Social Sciences and Management Practices*, 5(1), 373–385.

1.0 Introduction

Artificial intelligence (AI) is a growing part of the modern organization, revolutionizing how organizations operate, make decisions, engage with customers, and perform tasks at work. AI tools and technologies like chatbots, predictive analytics, clinical decision support systems, algorithmic management, and AI-powered business intelligence are improving the efficiency and competitiveness of businesses in different sectors. AI-powered Chatbots have been extensively adopted across various sectors such as marketing, CRM, healthcare, retail, tourism, and small and medium enterprises (SMEs) to deliver live customer support, customize customer experiences, lower operational expenses, and improve scalability (Atienza-Barba et al., 2024; Kucukkaya et al., 2025; Sidra & Wagan, 2025). In medical research, AI tools assist in identifying patterns, securing patient privacy, managing clinical trials, and automating documentation, thereby boosting efficiency and accuracy (Alam et al., 2025; Morris et al., 2025). In the healthcare sector, AI aids in managing patient records, enhancing healthcare delivery, and supporting clinical decision-making and diagnostics (Alam et al., 2025; Morris et al., 2025). In the pharmaceutical industry, AI supports drug discovery and development, quality control, and patient engagement by analyzing vast amounts of information from clinical trials, laboratory testing, and regulatory agencies (Alam et al., 2025; Morris et al., 2025).

AI is transforming governance and managerial decision-making within organizations, as well as supporting service delivery through algorithmic management, automated decision-making, risk assessment, and big data analysis. Though these encourage efficiency and consistency, employees' acceptance of AI-based decisions depends on their perceptions of fairness, transparency, accuracy, and trust. Thus, for the successful implementation of AI, management support, employee training, ethical governance, and transparent decision-making processes are necessary (El Achi et al. 2026; Kannathasan 2026). Furthermore, predictive analytics and AI-driven marketing strategies have the potential to transform customer engagement by offering personalized suggestions, sentiment analysis, and even automating marketing campaigns, thereby resulting in higher customer satisfaction, loyalty, and competitive advantage (Sidra & Wagan, 2025).

With the high degree of AI integration into work activities, employees' innovative work behavior (IWB) is becoming vital for adapting to the organization and enhancing its competitiveness. IWB is about employees' contributions to the organization's improvement through the creation, promotion, and implementation of new ideas. AI transforms the nature of work, sets new task demands and allows workers to try out new ideas. The complexity of the tasks and the use of AI in collaboration with humans can positively affect employees' self-efficacy, meaningful work experience, creativity, and innovative behavior, especially for those who view AI within an organization as a tool for opportunity rather than a threat (Cai et al., 2025; Sun et al., 2026; Zhang, Wang, et al., 2025).

But the connection between AI and employee innovation isn't always a good one. AI is a two-edged sword, both as a job enabler and a job requirement. On the other hand, AI enhances productivity, accuracy, and operational efficiency across industries such as manufacturing,

healthcare, transportation, and supply chains, and plays a crucial role in decision-making and resource utilization (Mhlanga, 2025). Conversely, AI-enabled surveillance and evaluation, algorithmic control, data collection and monitoring could raise privacy, autonomy, fairness, transparency and job security issues. These concerns can lower employee trust and their inclination to be innovative in their work (Atoum & Altahat, 2025; Muller et al., 2025). In addition, the lack of transparency, bias, and regulatory uncertainty around algorithms could make the adoption of AI harder and restrict its innovation potential.

The conflicting impacts underscore the need for workers' psychological assets to shape their reactions to the AI-powered workplace. Psychological capital (PsyCap) comprises hope, self-efficacy, resilience, and optimism and has been found to boost employees' job performance when facing uncertainty, technological difficulties, and new challenges. Higher PsyCap is associated with employees' positive attitudes towards workplace changes and with the potential to redefine technological opportunities as innovative actions. The extant literature reveals that psychological capital, psychological well-being, organizational commitment, autonomy, and empowering leadership are important factors in explaining innovative work behavior in the context of AI (Jabid et al., 2025; Y. Wang et al., 2025). Likewise, adaptive and innovative behaviors (X. Wang & Long, 2025), as well as task crafting and constructive change behaviors, can mitigate AI-related job insecurity and encourage employee adaptation and innovation.

Innovative work behavior is also an important link in the chain between technological opportunities, organizational improvements, and sustainable competitive advantage. Companies can effectively meet the challenges of digital transformation and market changes by actively proposing and adopting new ideas (Zhang, Wang, et al., 2025). So, it is crucial to understand how the use of AI affects employees' innovative work behavior and whether psychological capital is a hindrance or a support to this relationship. Since the issue of employees' response to AI is a complex and multifaceted challenge, analyzing PsyCap as a moderating factor offers a deeper understanding of how employees are likely to react to AI and what employees must do to build their psychological resources to get the most out of AI's benefits and minimize its negative impact on them. (Ateeq et al., 2025; Jiang et al., 2026)

2. Research Objectives

The main objective of the study is “to examine how AI usage at work relates to employee innovative work behavior and whether psychological capital moderates this relationship.”

- To examine the relationship between AI usage and employee innovative work behavior.
- To assess the influence of psychological capital on employee innovative work behavior.
- To examine the moderating role of psychological capital in the relationship between AI usage and employee innovative work behavior.

3. Literature Review

3.1 Artificial Intelligence in the Workplace

Artificial Intelligence (AI) is the term that describes a group of technologies, like machine learning, natural language processing, and predictive analytics, that can be applied to improve or automate a range of processes and tasks in contemporary organizations. The applications of these

technologies can be categorized into four major groups, namely, decision support, process automation, performance monitoring, and human–AI collaboration (Djunaedi, 2024; Rostamzadeh et al., 2025). By using AI tools to cut down on repetitive tasks, optimize workloads, and provide insights into employee performance and innovation potential, businesses can boost their employees' creativity, engagement, and capacity to innovate (Ateeq et al., 2025; X. Liu & Li, 2025). There are also times when AI can be a burden on tasks because of the need for privacy concerns, algorithmic management or continuous performance monitoring, and a reduction in autonomy (Kliestik et al., 2024).

How leaders react to the use of AI and how organisations design and implement it appropriately will determine the potential benefits or drawbacks of using AI in the workplace. Ultimately, the effects of AI on employees will rely on the way the organization establishes and utilizes AI correctly, as well as the response of leadership to AI. (Ateeq et al., 2025; Benabou & Touhami, 2025). To ensure effective human–AI collaboration, it is crucial to build employee trust, enable clear communication, and empower users to avoid defensive behaviors such as knowledge hiding (Jiang et al., 2026). Organizations can alleviate AI-related stress and improve the effectiveness of AI in promoting adaptive and innovative work practices by integrating human-centred AI systems with ethical considerations, comprehensive training, and leadership support, ultimately driving better long-term organizational outcomes (Ateeq et al., 2025; Rostamzadeh et al., 2025).

3.2 Employee Innovative Work Behavior (IWB)

Employee Innovative Work Behavior (IWB): “the deliberate attempts by employees to develop, suggest and adopt new ideas for enhancing the processes, products and services of the organization”. It is a three-stage process: idea generation, idea promotion, and idea implementation, which is not just about creativity but also about the practical and social processes involved in transforming ideas into workplace improvements. IWB is a specific form of extra-role behavior related to innovation and organizational change (Hai Yen et al., 2025). Job autonomy, task complexity, and job crafting opportunities (such as opportunities for experimentation and using ideas) are job characteristics that influence IWB, along with individual factors, such as openness, proactive personality, psychological capital, and innovative self-efficacy (Blasco-Giner et al., 2023; Hai Yen et al., 2025). Furthermore, positive leadership and an organizational innovation climate enhance employees' innovation, creativity, and willingness to innovate (Jabid et al., 2025; Jameel et al., 2025; Yang et al., 2025). IWB is a tool that helps employees adapt to technological changes, enhance organizational practices, and play a key role in sustainable innovation and competitive advantage, which is at the essence of digitally transforming the workplace (Yang et al., 2025).

3.3 Psychological Capital (PsyCap)

Psychological Capital (PsyCap) is a positive psychological state which comprises four factors: hope, self-efficacy, resilience, and optimism, which enhance employees' motivation, persistence, adaptability, and capacity to face up to challenges in the workplace (Folchini Da Costa & Ampessan Marcon, 2026). Hope helps achieve goals; self-efficacy helps feel good about one's

ability; resilience helps overcome adversity; and optimism helps develop positive expectations for success. It is well established that PsyCap positively influences innovative work behavior, engagement, and performance, and mitigates the negative consequences of stress, organizational change, and uncertainty (Abdou et al., 2025). As AI continues to transform the workplace, with new technologies emerging and skills changing, PsyCap helps employees feel confident and resilient in the face of technological disruption. Higher PsyCap causes employees to view AI as a chance, not a threat, which will allow them to innovatively and creatively utilize technological resources (Ateeq et al., 2025; Y. Liu et al., 2026). Hence, PsyCap is regarded as an important psychological capability that enables employees to face challenges, be innovative, and sustain their performance during the digital transformation process (Ateeq et al., 2025).

3.4 Linking AI Usage and Employee Innovative Work Behavior (IWB)

The Job Demands-Resources (JD-R) model suggests a dual effect of AI on employees' innovative work behavior (IWB): recent studies suggest that AI can both support and hinder innovative work behavior in employees. AI usage could impact employees' innovative work behavior (IWB) in a double way in the Job Demands-Resources (JD-R) framework. AI can serve as a job aid to limit repetitive work, increase information availability, assist in decision making, and increase employee autonomy, self-efficacy and engagement, thus promoting idea generation, promotion and implementation. When employees perceive AI as a supportive tool that enhances their creativity and productivity in their work, proactive coping and human-AI collaboration are more likely to improve their perceptions of AI (Jiang et al., 2026; Zhang, Liao et al., 2025). Additionally, AI can create more complex tasks, demand more learning activities, demand more monitoring, and reduce job security, leading to technostress, emotional strain and lower innovation readiness (Jiang et al., 2026). As a result, the impact of AI on IWB relies on employees' perceptions and adaptation to technological change, emphasizing the importance of leadership support, trust in AI, and organizational mechanisms that can maximize the advantages of AI and manage its potential negative effects (Jiang et al., 2026; X. Wang & Long, 2025).

3.5 Moderating Role of Psychological Capital

Psychological capital (PsyCap), an intervening factor defined as the combination of hope, self-efficacy, resilience and optimism of the employees, has been identified as a crucial variable between the employees' reactions to AI and the impact of AI on innovative work behaviors. Higher PsyCap scores can lead employees to view AI as an opportunity and a beneficial workplace tool due to their confidence, perseverance, and optimism, which help them embrace technological innovation, try out AI solutions, and remain persistent in their innovative efforts even when facing challenges with AI (Y. Liu et al., 2026). Furthermore, workers with greater PsyCap tend to engage in positive outcomes in coping, psychological availability and proactively utilizing technology, further strengthening their idea generation, promotion and implementation, and consequently reducing their technostress and emotional exhaustion (Jiang et al., 2026). Yet people with reduced PsyCap may feel threatened by AI, experiencing stress and a tendency to disengage, reducing their ability to be innovative. Thus, PsyCap serves as a psychological asset that enhances the positive link between AI use and innovative work behavior and mitigates the negative impact of AI

demands (Jiang et al., 2026; Y. Zhao et al., 2026).

4. Hypotheses

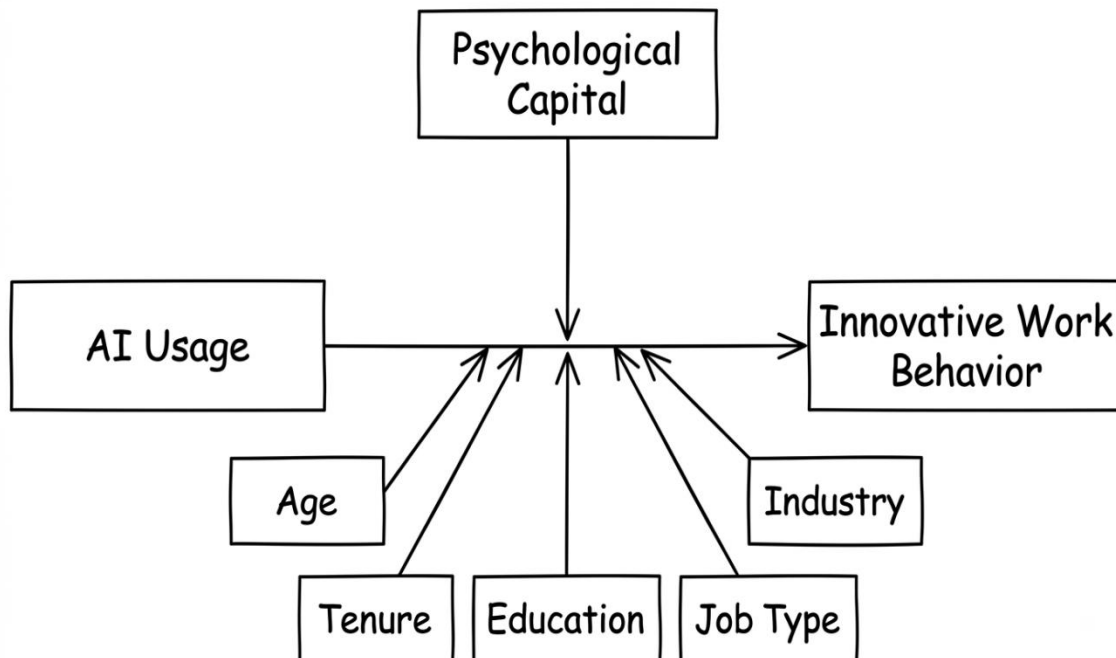
H1: AI usage is positively related to employee innovative work behavior.

H2: Psychological capital is positively related to employee innovative work behavior.

H3: Psychological capital moderates the relationship between AI usage and innovative work behavior, such that the relationship is stronger for employees with higher psychological capital.

5. Conceptual Model

A conceptual figure showing AI usage → IWB, moderated by PsyCap, with possible control variables (age, tenure, education, job type, industry).



6. Methodology

This study uses a multi-wave longitudinal survey design to examine the empirical relationship between Artificial Intelligence (AI) usage and the Innovative Work Behavior (IWB) of employees as well as the moderating role of Psychological Capital (PsyCap). The temporal separation of the assessment of independent and outcome variables (using AI usage at Time 1 and IWB at Time 2) helps to reduce common method variance and increase the causal inferences (Jiang et al., 2026; Zhang et al., 2025). The unit of analysis is the individual employee, with employees of companies within the AI-encompassed industries analyzed, e.g., manufacturing, finance, IT, service industries where AI tools are used for decision support, workforce analytics, and algorithmic management. The study uses purposive sampling and stratified sampling methods to ensure a sufficient number of samples for reliable data analysis with SEM (Structural Equation Modeling) (200-300 respondents). Data collected through online self-administered questionnaires that are disseminated via corporate HR channels and professional networks, following strict ethical standards on informed consent, voluntary participation and anonymity of respondents.

All the constructs are operationalized using validated scales that have been previously developed and psychometrically validated and have been adapted for the digital and AI mediated workplace. The use of AI is evaluated by three-dimensional scales of interaction frequency, degree of integration entered into daily decision-making and functional support (Agaoglu et al., 2025; Zhang et al., 2025). The standardized Psychological Capital Questionnaire (PCQ), which includes the four dimensions of Psychological Capital (hope, efficacy, resilience, optimism), is used to assess Psychological Capital (Liu et al., 2026). The innovative work behaviour is assessed based on Janssen's validated 3-dimensional scale of innovative work behaviour (Jabid et al., 2025). The analytical framework takes into account the individual and contextual factors relevant to the direct and interaction effects, such as age, gender, educational level, organizational tenure, jobs, industry sectors, AI-related training, and leadership style (Jabid et al., 2025; Zhang et al., 2025). Further methodological rigor is achieved by the use of a range of item response formats and by carrying out post hoc factorial analyses of the items such as Harman's single factor test to assess the common method bias.

7. Data Analysis

7.1 Path Coefficients

	AI Usage	Innovative work behavior	Psychological capital
AI Usage		0.594	0.771
Innovative work behavior			
Psychological capital		0.393	

The path coefficients show that the relationships between using AI, psychological capital and innovative work behaviors are positive. Specifically, there was significant positive influence of psychological capital on the use of AI ($\beta = 0.594$), indicating that the higher the use of AI, the higher the employees' psychological capital. Likewise, the use of AI has a significantly positive relationship with innovative work behavior ($\beta = 0.771$), suggesting that the more that employees use AI, the more likely they are to display innovative work behavior. Further, psychological capital positively affects innovative work behavior ($\beta = 0.393$), meaning that those employees who have higher levels of psychological capital tend to be more inclined to engage in innovative work behaviors.

7.2 Mean, STDEV, T-Values, P-Values

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
AI Usage -> Innovative work behavior	0.594	0.593	0.038	15.452	0.000
AI Usage -> Psychological capital	0.771	0.77	0.024	32.559	0.000
Psychological capital -> Innovative work behavior	0.393	0.393	0.04	9.927	0.000

The path analysis results have shown that all three hypothesized relationships have positive signs and are statistically significant. In particular, the use of AI positively and significantly affects innovative work behavior ($\beta = 0.594$, $M = 0.593$, $SD = 0.038$, $t = 15.452$, $p < 0.001$), which means that the higher the AI usage is, the higher the level of innovative work behavior will be. Likewise, the use of AI positively and significantly influences psychological capital ($\beta = 0.771$, $M = 0.770$, $SD = 0.024$, $t = 32.559$, $p < 0.001$), which means that the higher the score on using AI, the higher psychological capital. Also, the relationship between psychological capital and innovative work behavior is positive and significant ($\beta = 0.393$, $M = 0.393$, $SD = 0.040$, $t = 9.927$, $p < 0.001$), where this means that the higher the psychological capital of employees, the higher their innovative work behavior. The results of the paths are consistent and stable as the original sample is very close to the bootstrap sample in all paths. In general, results support all three hypothesized relationships fairly well.

7.3 Heterotrait-Monotrait Ratio (HTMT)

	AI Usage	Innovative work behavior
AI Usage		
Innovative work behavior	0.983	
Psychological capital	0.845	0.928

This was done by analyzing the results of the Heterotrait–Monotrait (HTMT) ratio to evaluate the discriminant validity of constructs. In terms of discriminant validity, the HTMT value of AI usage and innovative work behavior is 0.983, slightly higher than the generally recommended limit of 0.90, raising some doubt about the discriminant validity of these two constructs. The HTMT value is 0.845 between the use of AI and psychological capital, and it is lower than the threshold of 0.90, showing that the psychological capital has good discriminant validity. Likewise, the psychological capital with innovative work behavior has an HTMT value of 0.928 which is higher than the conservative HTMT level of 0.90, indicating some overlap between the constructs. In general, the findings of the relationship between the use of AI with psychological capital indicate good discriminant validity, but the higher value of the HTMT in the innovative work behavior item shows that the measurement model needs to be further examined, especially by analyzing the item wording on the indicator level and cross-loadings and HTMT inference/confidence intervals before confirming that the discriminant validity is fully established.

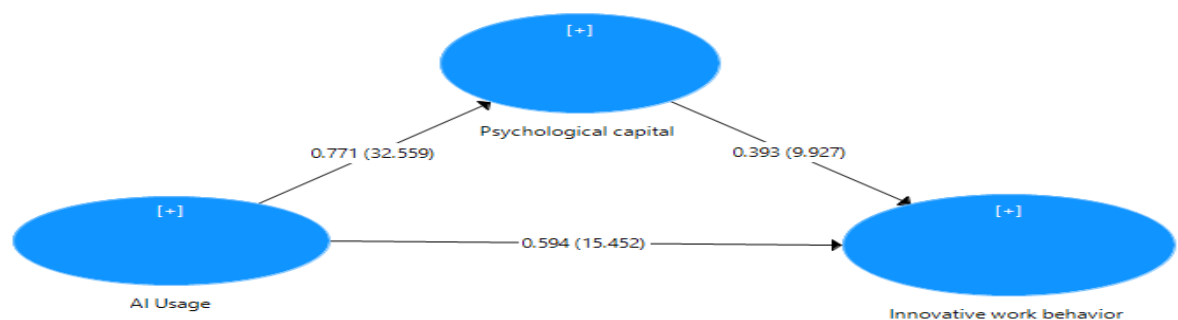


Figure-1: Coefficient and *t* value

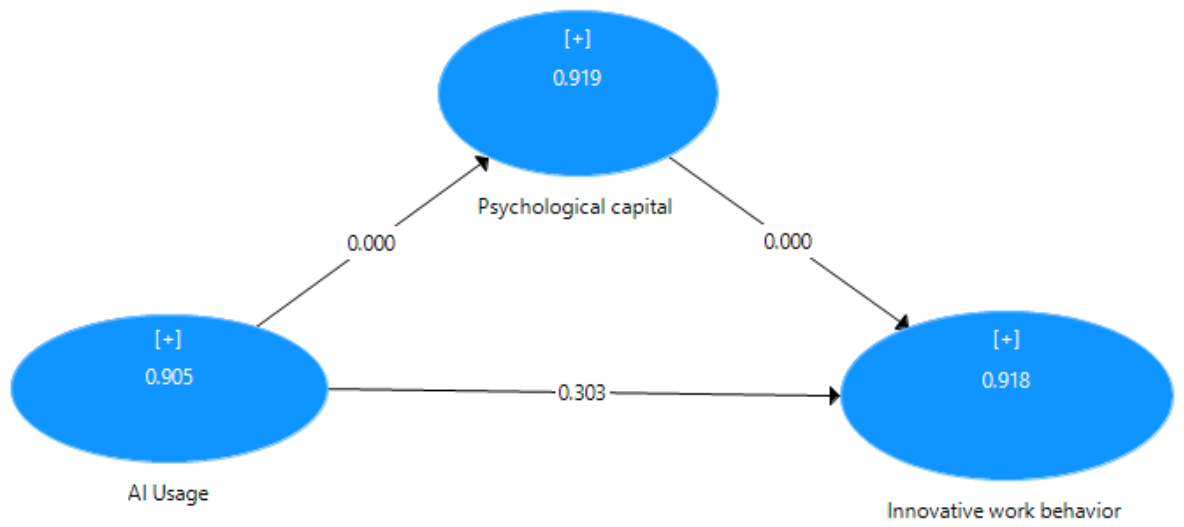


Figure-2: Indirect effect

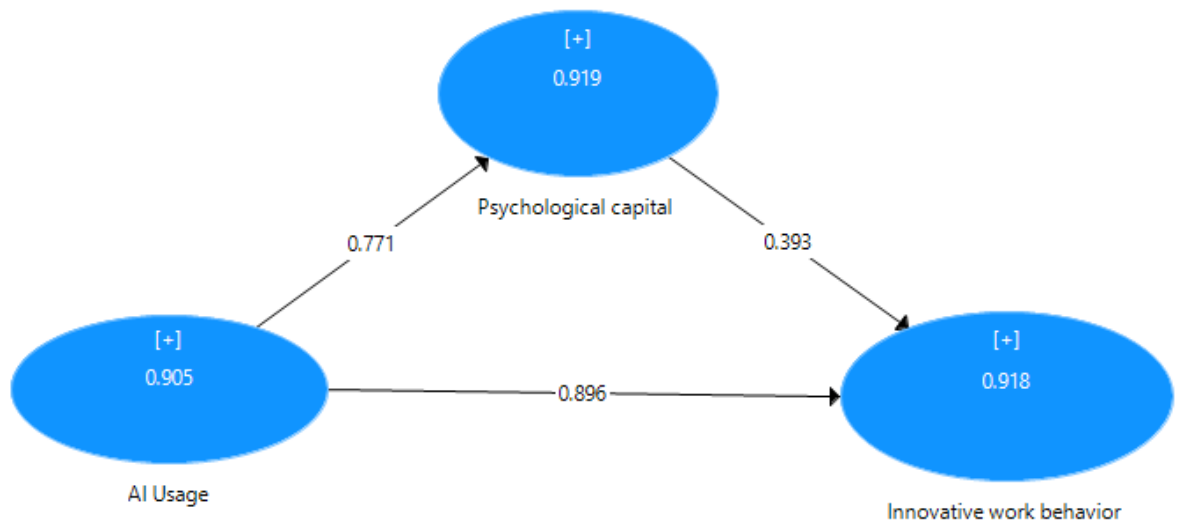


Figure-3: Total effect

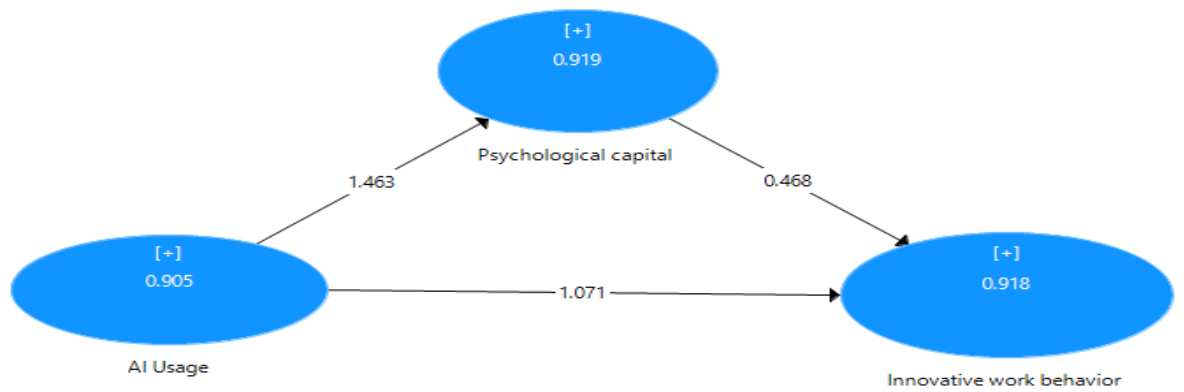


Figure-4: F-square

8. Discussions

This study's results provide robust empirical evidence of a positive correlation between AI use and employees' innovative work behavior. The findings show that there is a significant relationship between the use of AI and innovative work behavior ($\beta = 0.594$, $t = 15.452$, $p < 0.001$), supporting the validity of H1, which posits that the greater the extent of the usage of AI, the higher the likelihood of innovative activities among employees. The discovery indicates that AI is a valuable tool in the workplace, enhancing access to information, aiding decision-making, reducing repetitive workloads, and facilitating creative, value-added tasks. AI has the potential to increase employees' psychological availability and provide technological support to boost idea generation, promotion, and implementation, in line with the Job Demands-Resources (JD-R) theory. The results also align with earlier studies indicating that AI in the workplace can foster creativity, self-confidence, and innovative responses when employees view AI as a supportive tool rather than a threat (Jiang et al., 2026; Zhang, Liao, et al., 2025). Thus, the results show that the use of AI significantly enhances employees' innovative work behavior, validating the hypothesis that the introduction of AI can be a key factor in employees' innovation.

Further, the results have shown that psychological capital plays a significant role in employees' innovative work behavior, which supports H2. The findings indicate that psychological capital is positively and significantly related to innovative work behavior ($\beta = 0.393$, $t = 9.927$, $p < 0.001$), that is, the employees who are high in hope, self-efficacy, resilience, and optimism are more prone to engage in innovative activities. Moreover, the interaction with AI had a significant positive relationship with psychological capital ($\beta = 0.771$, $t = 32.559$, $p < 0.001$), suggesting that interactions with AI technologies might have positive implications for psychological capital of employees, such as psychological resources, adaptability and confidence. The findings highlighted the importance of psychological capital in managing employees' responses to technological change and how they are able to leverage the opportunities of AI to create innovative results. The results are consistent with earlier research emphasizing the role of PsyCap in improving employees' coping mechanisms in times of uncertainty, maintaining their motivation and fostering innovation in fast-changing work environments (Ateeq et al., 2025; Y. Liu et al., 2026). To conclude, the findings indicate that the use of AI tools and psychological capital contributes to employees' behavior of innovative work, and that, beyond investing in technology, it is necessary to invest in employees' psychological resources to boost innovation results.

9. Conclusion and Recommendations

Based on the results of this study, it can be concluded that the use of artificial intelligence (AI) has a significant effect on increasing employee innovative work behavior (IWB). The findings indicate positive and significant relationships between the use of AI technologies and employees' innovative work behaviour, meaning that employees who use AI technologies tend to be more likely to develop, advocate and adopt new ideas in their work. AI provides employees with valuable resources like better access to information, better decision making, and help with problem-solving, which helps to encourage creativity and innovation in the workplace. Further, the findings showed that with the use of AI, psychological capital gets improved, meaning that the

more employees use AI technologies, the higher their psychological capital is. The results reveal that leveraging AI is not only about investing in technology but also investing in employee training and innovativeness.

This study also verifies that the role of psychological capital is important in inspiring innovative work behavior among employees. The results revealed that workers with higher psychological capital demonstrate more innovative work behaviors as psychological resources like hope, self-efficacy, resilience, and optimism enable them to respond to stress and to find innovative solutions. In general, the results show the importance of thinking and planning technology capacities in relation to human psychological resources to achieve sustainable innovation. The conceptual framework proposed that the relationship between the use of AI and IWB would be mediated by psychological capital, which should be evaluated in future research. The global results provide strong support for the direct relationships between psychological capital and innovative work behavior, and between AI use and psychological capital.

However, to reap the rewards of innovation, organizations must commit to investing in AI technologies and employee training and development initiatives. Managers need to schedule time to train on AI, give workers opportunities to try and experiment with AI, and create a culture of employees who are comfortable using AI tools. Moreover, psychological capital development training aimed at boosting self-efficacy, resilience, optimism, and adaptability of employees to technological changes should be adopted within the organization. The importance of clarifying AI use policies, encouraging leadership in AI implementation, and fostering trust building should also be emphasized to reduce uncertainty and encourage the innovative use of AI. Future research is required to examine how psychological capital can moderate the relationship between the AI workplace transformation and employees' reactions through interaction analysis and to investigate other organizational factors that can impact employees' reactions to an AI-driven workplace transformation.

Contribution

Marium Farooq: Problem Identification and Theoretical Framework

Esha Mustafa: Methodology and Drafting

Mishal Raza: Data Analysis

Conflict of Interests/Disclosures

The authors declared no potential conflicts of interest in this article's research, authorship, and publication.

References

Abdou, A. H., El-Amin, M. A.-M. M., Refai, A. M. S., Saleh, H. G. A., Karar, H. A. D., Bushara, M. A., Ali, H. S. A. M., Mohamed, A. S. D., Hassan, M. B. M., & Elenain, A. S. A. (2025). The synergy of psychological capital and job embeddedness: Extending the conservation of resources theory in hospitality employee retention. *GeoJournal of Tourism and Geosites*, 58(2), 344–353.

Agaoğlu, F. O., Bas, M., Tarsuslu, S., & Ekinçi, L. O. (2025). Serial mediating role of transformational leadership and perception of artificial intelligence use in the effect of employee happiness on innovative work behaviour in nurses. *BMC Nursing*, 24, 137.

Alam, A., Shah, S. S., Rabbani, S. A., & El-Tanani, M. (2025). The role of artificial intelligence in pharmacy practice and patient care: Innovations and implications. *BioMedInformatics*, 5(4), 65.

Ateeq, K., Oswal, N., Jawabri, A., Masaeid, T. A., Alquqa, E. K., Basha, S. E., & Alami, R. (2025). The transformative impact of artificial intelligence (AI) on organisational behaviour (OB): A study of employee engagement, performance, and ethical implications. *Journal of Posthumanism*, 5(4).

Atienza-Barba, M., Meseguer-Martínez, Á., Barba-Sánchez, V., & Álvarez-García, J. (2024). Chatbots and organizational outcomes: Attitude, usage, management support, and organizational routines. *Profesional de La Información*, 33(5).

Atoum, I., & Altahat, S. (2025). Unpacking the drivers of artificial intelligence regulation: Driving forces and critical controls in artificial intelligence governance. *IAES International Journal of Artificial Intelligence*, 14(4), 2655.

Benabou, A., & Touhami, F. (2025). Artificial intelligence in human resource management: A PRISMA-based systematic review. *Acta Informatica Pragensia*, 14(3), 489–505.

Blasco-Giner, C., Battistelli, A., Meneghel, I., & Salanova, M. (2023). Psychological capital, autonomous motivation and innovative behavior: A study aimed at employees in social networks. *Psychological Reports*, 128(4), 2620–2648.

Cai, H., Ge, Y., & Zhao, H. (2025). How AI-related task complexity shapes innovative work behavior: A coping theory perspective. *Behavioral Sciences*, 15(11), 1467.

Djunaedi, H. (2024). AI as employee performance evaluation: An innovative approach in human resource development. *Power System Technology*, 48(1), 2008–2021.

El Achi, S., Aoun, D., Lahad, W., & Jabbour Al Maalouf, N. (2026). Employee comfort with AI-driven algorithmic decision-making: Evidence from the GCC and Lebanon. *Administrative Sciences*, 16(1), 49.

Folchini Da Costa, L., & Ampessan Marcon, S. R. (2026). State of the art on psychological capital interventions and alternatives for their practice in organizational contexts. *Revista Colombiana de Psicología*, 35(1), 13–27.

Hai Yen, T., Tien Minh, C., Ngoc Diep, N., & Dai Long, K. (2025). The impact of individual and organizational factors on employee innovative work behavior: Empirical evidence from private companies in Vietnam. *Problems and Perspectives in Management*, 23(1), 193–208.

Jabid, A. W., Amarullah, D., Soleman, M. M., Sabuhari, R., & Zulkifli, Z. (2025). From empowering leaders to innovative work behavior of SME employees: The mediating role of psychological well-being and psychological capital. *Cogent Business & Management*, 12(1).

Jameel, A., Guo, W., Hussain, A., & Kanwel, S. (2025). Enhancing innovative work behavior through transformational leadership in tourism and hospitality employees: The mediating role of intrinsic motivation and employee creativity. *BMC Psychology*, 13(1), 1018.

Jiang, D., Liu, Y., & Gu, X. (2026). Autonomous enhancement or emotional depletion? The dual-path mechanism of AI usage on employees' work behavior. *Frontiers in Public Health*, 14.

Kannathasan, N. (2026). Artificial intelligence in business decision making with algorithmic trading systems. *International Journal of Data Science and Analytics*, 4(1), 18–22.

Kliestik, T., Dragomir, R., Băluță, A. V., Grecu, I., Durana, P., Karabolevski, O. L., et al. (2024). Enterprise generative artificial intelligence technologies, Internet of Things and blockchain-based fintech management, and digital twin industrial metaverse in the cognitive algorithmic economy. *Oeconomia Copernicana*, 15(4), 1183–1221.

Kucukkaya, A., Aktas Bajalan, E., Moons, P., & Goktas, P. (2025). Equality, diversity, and inclusion in artificial intelligence-driven healthcare chatbots: Addressing challenges and shaping strategies. *European Journal of Cardiovascular Nursing*, 24(7), 1175–1181.

Liu, X., & Li, Y. (2025). Examining the double-edged sword effect of AI usage on work engagement: The moderating role of core task characteristics substitution. *Behavioral Sciences*, 15(2), 206.

Liu, Y., Tian, Q., & Chen, J. (2026). When artificial intelligence becomes a job resource: How psychological capital fuels innovation in algorithm-driven workplaces. *Frontiers in Psychology*, 17.

Mhlanga, D. (2025). AI beyond efficiency, navigating the rebound effect in AI-driven sustainable development. *Frontiers in Energy Research*, 13.

Morris, M. X., Rustom, F., Chun, B., Limon, D., Raghavan, N., Guo, L., & Rajesh, A. (2025). Artificial intelligence in surgical research: Transformative impacts and evolving ethical challenges. *The American Surgeon*, 92(3), 698–709.

Muller, S. H. A., Van Delden, J. J. M., Van Thiel, G. J. M. W., & Consortium, H. (2025). Towards responsible surveillance in preventive health data-AI research. *PLOS Digital Health*, 4(12), e0001146.

Rostamzadeh, R., Alizadeh, F. K., Keivani, S., & Isavi, H. (2025). The role of artificial intelligence in improving organizational behavior: A systematic study. *Human Behavior and Emerging Technologies*, 2025(1).

Sidra, S., & Wagan, S. M. (2025). How artificial intelligence enabled marketing activities will change consumer behavior. *Discover Artificial Intelligence*, 6(1).

Sun, L., Hu, R., & Su, H. (2026). Unlocking human potential in the AI Age: How employee-AI collaboration transforms work engagement through dual psychological pathways. *Frontiers in Psychology*, 16, 1705671.

Wang, X., & Long, L. (2025). The innovation paradox in human-AI symbiosis: Ambidextrous effects of AI technology adoption on innovative behavior. *Frontiers in Artificial Intelligence*, 8, 1635246.

Wang, Y., Liu, X., & Choi, S. (2025). The moderating role of psychological ownership in job crafting, organizational commitment, and innovative behavior: A comparison between AI and non-AI departments. *Behavioral Sciences*, 15(7), 937.

Yang, M., Talha, M., Zhang, S., & Zhang, Y. (2025). Exploring the mechanisms linking digital leadership to employee creativity: A moderated mediation model. *Behavioral Sciences*, 15(8), 1024.

Zhang, Q., Liao, G., Ran, X., & Wang, F. (2025). The impact of AI usage on innovation behavior at work: The moderating role of openness and job complexity. *Behavioral Sciences*, 15(4), 491.

Zhao, Q., Cao, L., Li, Y., Wang, H., Li, L., Yang, H., & Zhang, C. (2026). Work stressors, work-related quality of life, psychological capital, and innovative behavior in emergency and critical care nurses: A cross-sectional moderated mediation study. *Frontiers in Psychology*, 17.