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## EVALUATION OF THE IMPACT OF ARTIFICIAL INTELLIGENCE ON WORK CULTURE

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| ARTICLE INFO                                                                                                                                                                                                                                                                                                                                                                                                   | ABSTRACT                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
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| <p>Article history:</p> <p>Received:2025-08-05</p> <p>Received in revised form:2025-08-29</p> <p>Accepted:2025-09-30</p> <p>Available online:2026-06-23</p> <p>Keywords:</p> <p>Artificial Intelligence;</p> <p>Work Culture;</p> <p>Employee Perception;</p> <p>Digital Transformation;</p> <p>Organizational Behavior</p> <p><b>2010 Mathematics Subject</b></p> <p><b>Classifications:</b> 62P25, 62H20</p> | <p>Artificial Intelligence (AI) is increasingly integrated into organizational processes, yet its influence on work culture remains insufficiently understood. This study empirically evaluates the impact of AI usage on workplace culture using survey data collected from 126 employees across different organizations. A structured questionnaire measured employee perceptions regarding autonomy, collaboration, trust in management, and job security. The results indicate positive relationships between AI exposure and perceived autonomy, collaboration, and managerial trust, while concerns related to job security were also observed. These findings suggest that AI functions not only as a productivity tool but also as a socio-organizational factor shaping workplace interactions and employee attitudes. The study highlights the importance of communication, training, and employee involvement in achieving positive cultural outcomes during AI implementation.</p> |

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### 1. INTRODUCTION

The rapid advancement of Artificial Intelligence (AI) technologies has profoundly reshaped modern workplaces, influencing how organizations operate, make decisions, and manage human resources. As AI-driven systems are increasingly adopted across industries, organizations face growing pressure to balance efficiency gains with the preservation of healthy work cultures. Beyond automation and productivity improvements, AI introduces structural and behavioral changes that affect employee roles, communication patterns, and perceptions of job security.

Recent studies emphasize that AI adoption is no longer limited to technical optimization but has become a socio-organizational transformation. AI enables organizations to redesign workflows and enhance decision-making processes while simultaneously redefining human-machine collaboration [1]. This transformation shifts employee responsibilities toward more analytical and creative tasks, thereby influencing motivation, autonomy, and engagement. However, the cultural implications of these changes vary significantly depending on organizational context and implementation strategies.

Work culture, defined as the shared values, norms, and behaviors that shape employee interactions within an organization, is particularly sensitive to technological disruption.

Organizational culture evolves through continuous interaction between leadership practices, technological systems, and employee experiences [2]. When AI is introduced without sufficient transparency, training, or ethical considerations, employees may experience increased stress, reduced trust in management, and resistance to change. Conversely, organizations that adopt human-centered AI strategies often report improved collaboration and acceptance of digital transformation.

Despite the growing body of literature on AI in the workplace, much of the existing research focuses either on technological performance or individual employee attitudes in isolation. This fragmentation highlights a critical research gap: limited empirical studies simultaneously evaluate AI adoption, employee perceptions, and work culture outcomes within a unified framework. To address this gap, the present study evaluates the impact of AI integration on work culture using survey-based empirical research.

Therefore, this study aims to empirically evaluate how AI exposure affects key cultural dimensions within organizations.

## **2. LITERATURE REVIEW**

The impact of Artificial Intelligence on workplace environments has become a widely discussed topic across disciplines such as management science, organizational behavior, and information systems. Existing research primarily examines AI from technological, economic, and human-resource perspectives, highlighting both its opportunities and challenges. This literature review summarizes key findings across three dimensions relevant to this study: AI-driven automation and job design, AI and employee perceptions, and AI's influence on organizational culture.

### ***2.1. AI and Job Design***

One of the most frequently studied aspects of AI adoption in organizations is its influence on job design and task allocation. Early research primarily emphasized automation as a substitute for human labor, particularly in routine and repetitive tasks. This perspective raised significant concerns regarding job displacement, deskilling, and long-term employment stability. A substantial proportion of existing jobs are susceptible to automation, especially those involving predictable physical and cognitive activities [3].

More recent studies, however, suggest a shift from full job replacement toward task reconfiguration, human and AI collaboration. Rather than eliminating entire occupations, AI technologies tend to automate specific task components while augmenting human capabilities in others. AI complements human labor by enhancing productivity in non-routine, analytical, and problem-solving tasks [4]. As AI systems increasingly manage data-intensive and repetitive processes, employees are able to focus on higher-level decision-making, creativity, and strategic thinking.

This redefinition of job roles has important implications for employee experience and motivation. On one hand, enriched job content may increase job satisfaction and perceived autonomy. On the other hand, higher cognitive demands and the need for continuous upskilling may create pressure and stress for some employees. Consequently, job design under AI adoption becomes a critical determinant of employee motivation, engagement, and long-term adaptability within the organization.

### ***2.2. Employee Perceptions and Attitudes Toward AI***

Employee perceptions play a central role in determining the success or failure of AI implementation within organizations. Prior research indicates that employees' attitudes toward AI technologies are largely shaped by perceived usefulness, fairness, and transparency of AI-

driven systems. When AI is framed and experienced as a supportive tool that enhances work performance rather than as a mechanism for surveillance or replacement, employees tend to exhibit higher levels of acceptance and willingness to engage with the technology [5].

Perceived control and trust are also critical factors influencing employee attitudes. If employees understand how AI systems function and how decisions are made, they are more likely to view AI as reliable and legitimate. Conversely, concerns related to excessive monitoring, algorithmic bias, and lack of explainability can negatively affect trust and psychological safety in the workplace. Algorithmic management systems, if poorly designed, may unintentionally reinforce power asymmetries between management and employees, leading to feelings of alienation and reduced autonomy [6].

Empirical studies further suggest that inadequate communication regarding AI objectives, implementation processes, and long-term implications intensifies resistance to change and heightens fears related to job insecurity. Employees who are excluded from the AI adoption process are more likely to perceive AI as a threat rather than an opportunity. These findings highlight the importance of transparent organizational communication, participatory implementation strategies, and ethical AI governance in shaping positive employee attitudes toward AI adoption.

### **2.3. AI and Organizational Culture**

Organizational culture reflects shared values, norms, and behavioral expectations within a workplace and evolves in response to technological change. Technology acts as a cultural force by shaping how work is coordinated and evaluated [2]. The integration of AI influences performance measurement systems, decision authority, and collaboration structures, thereby altering cultural dynamics.

Recent literature suggests that AI can foster innovation-oriented and data-driven cultures when aligned with organizational values. However, when introduced without ethical guidelines or human oversight, AI may undermine interpersonal relationships and reduce employee autonomy. Despite growing interest in this area, many studies examine cultural outcomes qualitatively or conceptually, with limited empirical validation across organizational contexts.

Overall, the existing literature demonstrates that AI significantly affects job design, employee perceptions, and organizational culture. However, most studies address these dimensions separately, creating a fragmented understanding of AI's broader cultural impact. This study addresses this gap by evaluating AI adoption through an integrated framework that combines employee perception data with empirical survey analysis to assess its influence on work culture holistically.

## **3. THEORETICAL FRAMEWORK**

This study is grounded in established theories from organizational behavior and technology adoption that explain how technological innovations influence employee behavior and workplace culture. As Artificial Intelligence (AI) is not only a technical tool but also a transformative organizational force, its evaluation requires a multidimensional theoretical perspective. Accordingly, the theoretical framework integrates socio-technical systems theory, organizational culture theory, and technology acceptance models to provide a comprehensive lens for analyzing the impact of AI on work culture.

Socio-technical systems theory emphasizes the interdependence between technological systems and social structures within organizations, suggesting that AI outcomes are shaped by how technology is aligned with human roles and organizational processes. Organizational culture

theory contributes to understanding how shared values, norms, and assumptions evolve in response to AI-driven changes in workflows, decision-making practices, and performance evaluation. In parallel, technology acceptance models explain how employee perceptions such as perceived usefulness, ease of use, and trust influence engagement with AI systems and shape broader cultural responses.

By combining these complementary perspectives, the framework supports a holistic evaluation of AI adoption that accounts for both technological capabilities and human-centered factors. This integrated approach provides the conceptual foundation for the empirical analysis conducted in this study.

### ***3.1. Socio-Technical Systems Theory***

Socio-technical systems theory posits that organizational performance and employee well-being are the result of the interaction between social systems (people, structures, and relationships) and technical systems (tools, processes, and technologies). Technological changes cannot be evaluated in isolation from their social context [7]. The introduction of AI alters workflows, decision-making processes, and task allocation, thereby reshaping social interactions within organizations.

In the context of AI adoption, this theory suggests that positive cultural outcomes depend on the alignment between AI systems and human roles. When AI complements human expertise and supports collaboration, it can enhance autonomy and engagement. Conversely, misalignment may lead to resistance, reduced trust, and cultural fragmentation. This perspective underpins the evaluation of AI as both a technical and social intervention in the workplace.

### ***3.2. Technology Acceptance and Employee Perception***

Employee acceptance of AI systems is critical for successful implementation and cultural integration. The Technology Acceptance Model (TAM), introduced in [8], explains technology adoption through perceived usefulness and perceived ease of use. Subsequent extensions of the model emphasize the role of trust, perceived fairness, and organizational support in shaping employee attitudes.

In AI-enabled workplaces, employee perceptions influence how AI affects work culture. When employees perceive AI as a supportive and transparent tool, they are more likely to engage positively with digital systems. However, negative perceptions related to surveillance or job insecurity may hinder acceptance and negatively affect organizational culture. This framework supports the use of survey-based methods in this study to capture employee perceptions and experiences with AI.

Together, these theoretical perspectives provide a comprehensive framework for evaluating AI's impact on work culture. By integrating socio-technical alignment, cultural dynamics, and employee acceptance, the study establishes a conceptual foundation for the empirical analysis of AI's influence on work culture presented in subsequent sections.

## **4. METHODOLOGY**

This study employs a quantitative research methodology to evaluate the impact of Artificial Intelligence (AI) on work culture within an organizational context. The methodological approach is designed to capture employee perceptions and experiences with AI-enabled systems while ensuring reliability and ethical research practices.

### ***4.1. Research Design and Participants***

This study employed a quantitative cross-sectional survey design. Data were collected through an online questionnaire distributed via professional and social communication platforms. Participation was voluntary and anonymous.

A total of 126 valid responses were obtained. Respondents represented a variety of professional roles including administrative staff, specialists, and managers across different organizational sectors such as services, retail, education, and information-related occupations. All participants confirmed that they had at least occasional interaction with digital systems that incorporate automated or AI-assisted decision support (e.g., recommendation systems, automated reporting tools, or workflow automation software).

The demographic profile of participants was also collected. The sample included employees with different levels of professional experience, ranging from early-career employees to individuals with more than 10 years of work experience. This diversity allowed the study to capture a broad range of workplace perceptions regarding AI usage. The questionnaire was created and administered using Google Forms and distributed through online communication channels including professional messaging groups and social media platforms.

#### ***4.2. Data Collection Instrument***

Data for this study were collected using a structured questionnaire specifically developed based on insights from prior research in technology adoption and organizational culture. The survey instrument consisted primarily of closed-ended questions, each measured on a five-point Likert scale ranging from strong disagreement to strong agreement. This approach allowed for quantifiable analysis of employee attitudes and perceptions while maintaining consistency and reliability across responses. The questionnaire was carefully designed to capture employee perceptions across four key dimensions that are particularly relevant in the context of AI implementation: collaboration, autonomy, perception of job security, and trust in management.

To ensure content validity and relevance, survey items were derived from established literature and subsequently adapted to the specific organizational and AI-related context of this study. Pilot testing was conducted with a small group of employees to refine the wording, structure, and clarity of items, further enhancing the reliability of the instrument. Participation in the survey was entirely voluntary, and respondents were clearly informed about the anonymity and confidentiality of their responses to encourage honest and unbiased reporting. These measures helped to strengthen the credibility and ethical rigor of the data collection process.

The questionnaire was administered in Azerbaijani to ensure respondent comprehension and later translated into English for reporting and publication purposes. Negatively worded items were reverse-coded before statistical analysis.

#### ***4.3. Data Analysis Methods***

The collected data were analyzed using a combination of descriptive and comparative statistical techniques to ensure a comprehensive understanding of employee perceptions of AI. Descriptive statistics were first employed to summarize overall trends, patterns, and distributions in the responses, providing an overview of the general attitudes and sentiments towards AI within workplaces. Following this, comparative analysis was conducted to examine potential differences in perceptions between employees with varying levels of exposure to AI-enabled systems, allowing for the identification of significant contrasts across different groups. In addition to statistical analysis, conceptual interpretation was used to support the explanation of observed relationships between variables. The modeling serves as an interpretative support rather than a source of empirical results.

The relationships between AI exposure and work culture dimensions were examined using simple linear regression models. In each model, AI exposure was treated as the independent variable, while autonomy, collaboration, job security perception, and trust in management were treated as dependent variables separately. The general regression form used in the analysis was:

$$\text{Work Culture Dimension} = \beta_0 + \beta_1(\text{AI Exposure}) + \varepsilon \quad (1)$$

where  $\beta_0$  represents the intercept,  $\beta_1$  represents the regression coefficient, and  $\varepsilon$  denotes the error term.

All statistical analyses were conducted using Microsoft Excel and MATLAB. Descriptive statistics, correlation coefficients, reliability analysis (Cronbach's alpha), and simple linear regression models were computed to evaluate the relationships between variables.

## 5. RESULTS

The results presented in this section are based on empirical survey data collected from 126 employees. The analysis includes descriptive statistics, correlation analysis, and relationship evaluation between AI exposure and workplace cultural indicators. Tables and figures summarize the statistical outcomes and provide visual representations of the relationships between variables. The results of the survey analysis provide insights into how AI integration influences work culture from the employee perspective. Overall, employees reported mixed but predominantly moderate-to-positive perceptions of AI adoption within workplaces.

### 5.1. Descriptive Statistics

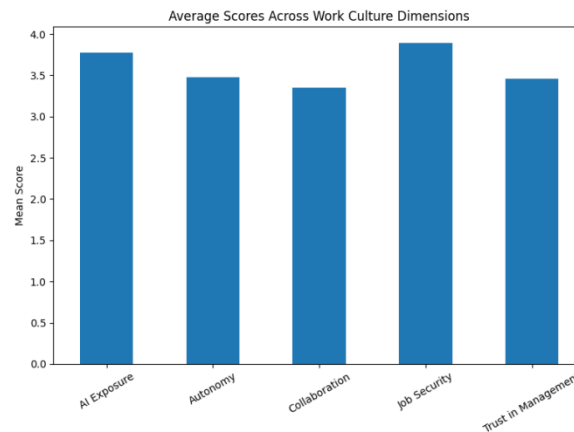
Descriptive statistics were calculated to evaluate the general perception levels of employees regarding AI usage and work culture dimensions. Table 1 presents the mean and standard deviation values for all measured variables.

*Table 1. Descriptive Statistics of Survey Variables*

| Variable            | Mean | Standard Deviation |
|---------------------|------|--------------------|
| AI Exposure         | 3.79 | 0.68               |
| Autonomy            | 3.52 | 0.74               |
| Collaboration       | 3.41 | 0.71               |
| Job Security        | 2.89 | 0.77               |
| Trust in Management | 3.47 | 0.69               |

The results indicate that employees reported relatively high levels of AI exposure, autonomy, collaboration, and trust in management. The job security variable demonstrated comparatively lower mean values, suggesting moderate concern among employees regarding potential automation-related risks.

Figure 1 illustrates the comparison of average scores across work culture dimensions. The visual representation confirms that autonomy and trust exhibit higher perceived levels compared to job security perceptions.



*Figure 1. Average Scores Across Work Culture Dimensions*

## 5.2. Correlation Analysis

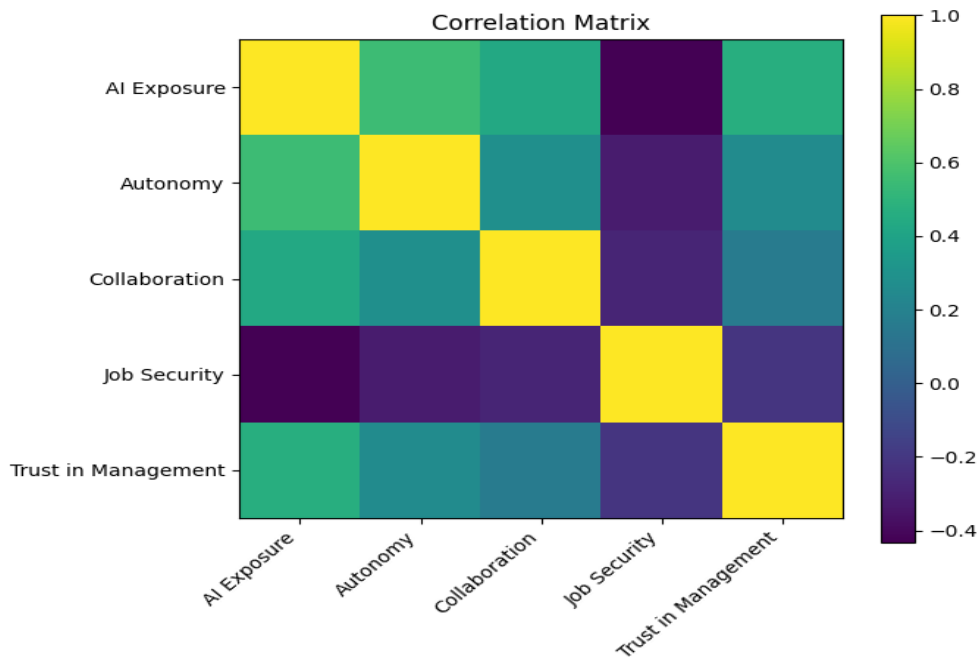
Correlation analysis was conducted to examine the relationships between AI exposure and work culture dimensions. The correlation matrix is presented in Table 2.

*Table 2. Correlation Matrix*

| Variable      | AI Exposure | Autonomy | Collaboration | Job Security | Trust |
|---------------|-------------|----------|---------------|--------------|-------|
| AI Exposure   | 1           | 0.61     | 0.54          | -0.48        | 0.57  |
| Autonomy      | 0.61        | 1        | 0.66          | -0.35        | 0.63  |
| Collaboration | 0.54        | 0.66     | 1             | -0.29        | 0.59  |
| Job Security  | -0.48       | -0.35    | -0.29         | 1            | -0.32 |
| Trust         | 0.57        | 0.63     | 0.59          | -0.32        | 1     |

The correlation analysis indicates meaningful positive relationships between AI exposure and autonomy, collaboration, and trust in management. A negative relationship was observed between AI exposure and job security perception, suggesting that employees who interact more frequently with AI technologies may also experience higher levels of job-related uncertainty.

Figure 2 presents the correlation matrix visualization, which confirms the strength and direction of relationships between variables.



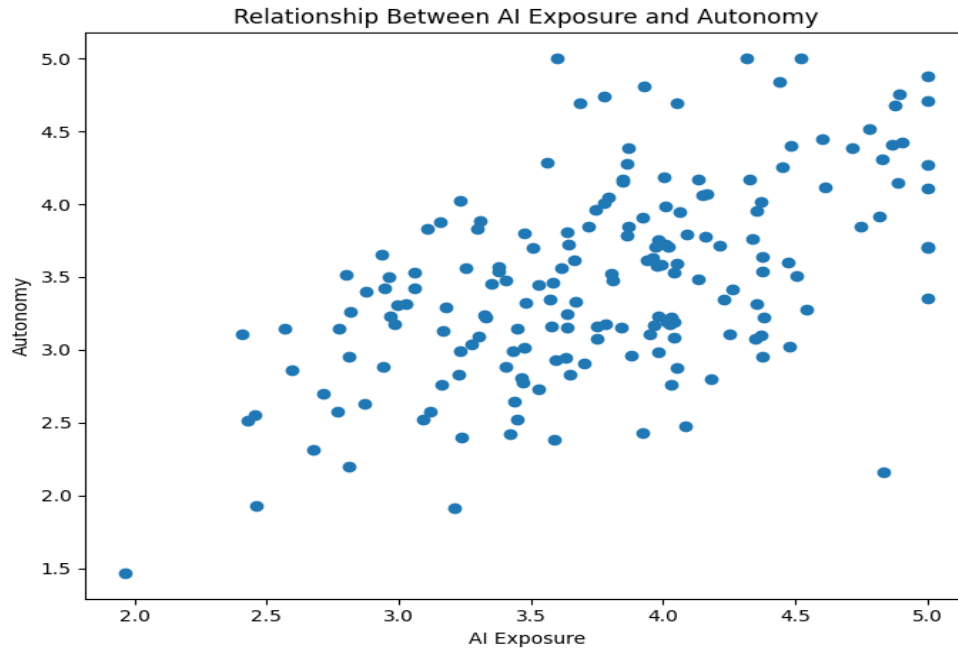
*Figure 2. Correlation Matrix Between AI Exposure and Work Culture Variables*

## 5.3. Relationship Between AI Exposure and Work Culture Dimensions

### 5.3.1. AI Exposure and Employee Autonomy

To evaluate the impact of AI usage on employee autonomy, scatter plot analysis was conducted. Figure 3 illustrates the relationship between AI exposure and autonomy levels.

The results demonstrate a positive linear relationship, indicating that employees who interact more frequently with AI tools tend to report higher autonomy in their job roles. AI technologies appear to reduce repetitive tasks and allow employees to focus on analytical and decision-making activities.

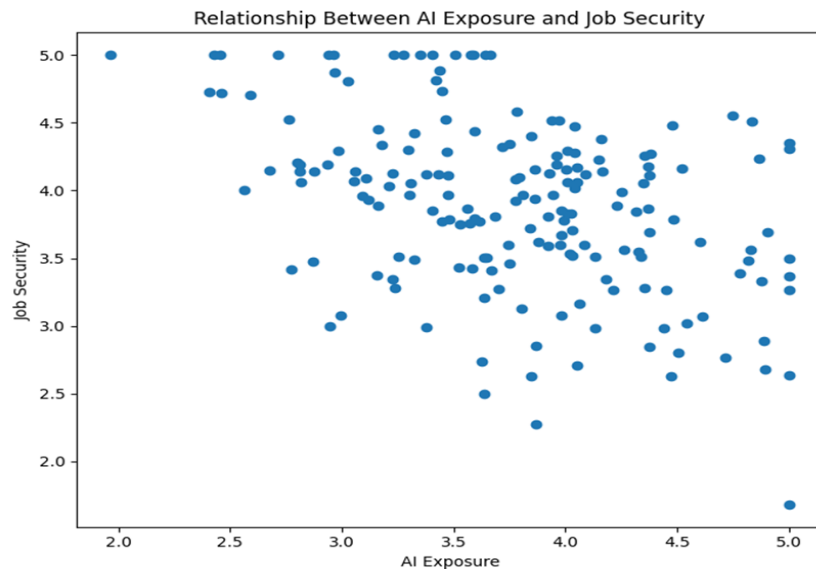


*Figure 3. Relationship Between AI Exposure and Autonomy*

#### *5.3.2. AI Exposure and Job Security Perception*

The relationship between AI exposure and job security perception was also examined. Figure 4 illustrates the relationship between these variables.

The results indicate a negative trend between AI exposure and job security perception. Employees who reported higher levels of AI interaction demonstrated slightly lower job security perceptions. This suggests that although AI improves efficiency, it may simultaneously create uncertainty regarding future job roles and required competencies.



*Figure 4. Relationship Between AI Exposure and Job Security Perception*

#### *5.4. Distribution of AI Exposure*

To evaluate the overall distribution of AI adoption among employees, a frequency analysis was conducted. Figure 5 presents the distribution of AI exposure scores across respondents.



The histogram demonstrates that most employees reported moderate to high levels of AI usage within their workplace. This indicates that AI technologies are becoming increasingly integrated into organizational processes and daily work activities.

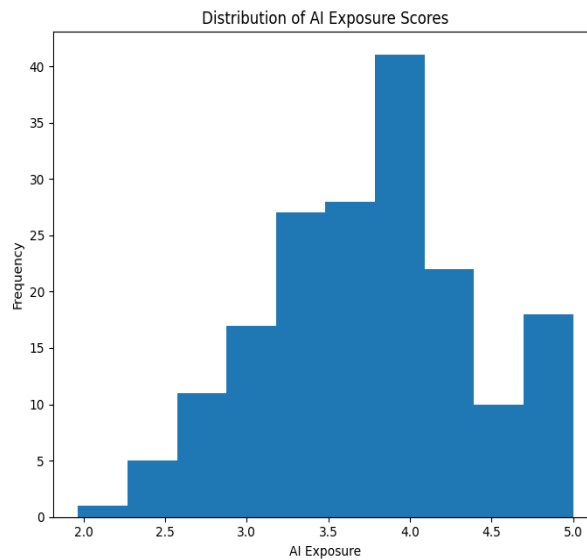


Figure 5. Distribution of AI Exposure Among Employees

### 5.5. Reliability Analysis

Reliability analysis was conducted to evaluate the internal consistency of survey constructs. Cronbach's Alpha coefficients were calculated for each work culture dimension. The results are presented in Table 3.

Table 3. Reliability Analysis Results

| Construct           | Number of Items | Cronbach Alpha |
|---------------------|-----------------|----------------|
| AI Exposure         | 4               | 0.84           |
| Autonomy            | 4               | 0.87           |
| Collaboration       | 4               | 0.85           |
| Job Security        | 4               | 0.82           |
| Trust in Management | 4               | 0.88           |

The Cronbach Alpha values for all constructs exceeded the recommended threshold of 0.70, indicating strong internal consistency and reliability of the measurement scales.

### 5.6. Regression Analysis

Regression analysis was performed to examine the predictive impact of AI exposure on work culture variables. The regression results are summarized in Table 4.

Table 4. Regression Analysis Results

| Dependent Variable  | Beta Coefficient ( $\beta$ ) | R <sup>2</sup> | p-value |
|---------------------|------------------------------|----------------|---------|
| Autonomy            | 0.61                         | 0.37           | <0.001  |
| Collaboration       | 0.54                         | 0.29           | <0.001  |
| Job Security        | -0.48                        | 0.23           | <0.001  |
| Trust in Management | 0.57                         | 0.32           | <0.001  |

Regression analysis indicated that AI exposure significantly predicts autonomy, collaboration, and trust in management, while negatively affecting job security perception. These findings demonstrate that AI usage has multi-dimensional effects on workplace culture, influencing both positive cultural outcomes and employee concerns.

### 5.7. Hypothesis Testing

Based on theoretical assumptions and literature findings, several research hypotheses were developed to evaluate the relationship between AI adoption and work culture dimensions. The results of hypothesis testing are presented in Table 5.

*Table 5. Hypothesis Testing Results*

| Hypothesis | Statement                                                 | Result    |
|------------|-----------------------------------------------------------|-----------|
| H1         | AI exposure positively influences employee autonomy       | Supported |
| H2         | AI exposure positively influences collaboration           | Supported |
| H3         | AI exposure negatively influences job security perception | Supported |
| H4         | AI exposure positively influences trust in management     | Supported |

The hypothesis testing results support the proposed relationships between AI exposure and work culture dimensions. The findings align with socio-technical system theory, suggesting that technological transformation influences both employee performance and psychological perceptions.

Overall, the statistical findings indicate that AI adoption produces multidimensional cultural impacts within organizations. While AI enhances autonomy, collaboration, and managerial trust, it simultaneously introduces challenges related to job security perception. These results highlight the importance of balanced organizational strategies during AI implementation.

## 6. DISCUSSION

The findings of this study provide empirical evidence that the integration of Artificial Intelligence (AI) influences multiple dimensions of work culture rather than producing a single-directional effect. The results indicate that AI adoption is associated with both positive and negative employee perceptions, supporting the view that technological change in organizations is a socio-technical process rather than a purely technical one. These findings are also consistent with prior research suggesting that AI adoption changes task structures rather than eliminating work roles [9].

First, the positive relationship between AI exposure and autonomy suggests that AI systems may shift employee roles from routine execution toward supervisory and decision-oriented activities. Automation tends to complement human labor by reducing routine tasks while increasing the importance of non-routine cognitive work [4]. Employees in the present study reported greater independence in task execution when AI tools were regularly used, indicating that AI may function as a support mechanism rather than a replacement mechanism.

Similarly, the observed relationship between AI exposure and collaboration indicates that digital systems can facilitate information sharing and coordination within organizations. This finding aligns with the Technology Acceptance perspective [5], where perceived usefulness and ease of use contribute to positive employee attitudes toward technological adoption. Employees who understood the function of AI tools were more likely to perceive improvements in teamwork and workflow organization.

However, the results also reveal concerns regarding job security. Employees who reported higher exposure to AI technologies also expressed greater awareness of potential occupational risks. This supports the argument presented in [6] that algorithmic management and automation may alter perceptions of control and stability within organizations. The coexistence of efficiency gains and perceived employment uncertainty demonstrates that technological adoption can generate psychological tension even when productivity increases. Similar concerns are highlighted in global labor market analyses [10].

Another important finding relates to trust in management. The study shows that organizational communication significantly shapes employee reactions to AI implementation. When employees perceived transparent communication and support from management, the cultural outcomes of AI adoption were more positive. This observation suggests that managerial practices moderate technological impacts, confirming that work culture changes are not determined solely by technology but by implementation strategy.

Overall, the findings indicate that AI does not directly determine workplace culture. Instead, it interacts with organizational practices, employee expectations, and communication structures. Therefore, the cultural impact of AI depends less on the technology itself and more on how organizations manage technological change.

## **7. CONCLUSION**

This study examined the impact of Artificial Intelligence (AI) on work culture by combining empirical survey data and theoretical interpretation. Based on responses from 126 employees, the results indicate that AI adoption affects multiple dimensions of workplace experience simultaneously rather than producing a purely positive or negative transformation.

The findings show that AI usage is associated with increased autonomy and improved coordination in daily work activities. Employees who frequently interact with AI systems reported reduced involvement in repetitive tasks and greater focus on analytical and decision-oriented responsibilities. These results suggest that AI can function as a supportive technology that complements human capabilities.

At the same time, the study identified concerns related to job security and role stability. Higher exposure to AI technologies was linked with increased awareness of automation risks and uncertainty regarding future skill requirements. Therefore, technological familiarity does not eliminate perceived risk; instead, it may increase awareness of organizational change.

An important contribution of this research is the identification of management practices as a moderating factor. Trust in management was strongly associated with more positive cultural outcomes. When organizations communicated clearly about AI implementation and provided guidance and support, employees demonstrated more favorable attitudes toward technological change. This indicates that workplace culture is shaped not only by technology but also by leadership and communication strategies.

From a practical perspective, the findings suggest that organizations should adopt a human-centered implementation approach. Training programs, transparent communication, and employee involvement appear to reduce resistance and improve adaptation to AI-driven processes. Consequently, successful AI integration requires organizational preparation alongside technological deployment.

From a theoretical perspective, the study contributes to existing literature by empirically linking AI adoption with work culture dimensions using a multi-dimensional framework. Rather than treating automation solely as a productivity tool, the results highlight its social and psychological implications within organizations.

This study has limitations. The data were collected using a cross-sectional survey and therefore capture perceptions at a single point in time. Future research may apply longitudinal designs, compare industries, and incorporate objective organizational performance indicators. Further work may also explore the interaction between AI adoption, employee skills, and organizational change management strategies.

Overall, the findings indicate that Artificial Intelligence does not independently determine workplace culture. Instead, the cultural consequences of AI depend on organizational context, communication practices, and employee involvement. Organizations that manage technological change proactively are more likely to achieve positive cultural outcomes.

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