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**The Impact of AI-Powered Tools on Employee Well-Being and Mental Health:
Opportunities and Challenges**

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Abstract

Purpose: This paper discusses the impact of AI-based technologies on the workplace in terms of well-being and mental health. The paper will also involve the discussion of the possibilities and challenges of using AI, namely in the framework of the automation of jobs powered by AI, workplace surveillance, mental health support offered by AI, and the introduction of organizational support.

Methodology: A sequential mixed method was employed to be explained in an explanatory manner. Quantitative data on 100 employees of the organizations which use AI technologies and qualitative data on the same issue were collected with the help of the survey method and semi-structured interviews respectively. The outcomes were summarized, synthesized to derive conclusions and a better understanding of what employees can do with AI-powered tools.

Findings: The study revealed the beneficial effects of AI on employee welfare in terms of productivity, reduction of unnecessary work, enhancement of flexibility in the workplace and employee satisfaction. However, problems related to employment insecurity, surveillance, loss of privacy, loss of autonomy and continuous adaption to new technologies cannot be underestimated. The findings as well revealed that the organizational environment is a fundamental component in determining the positive experiences of AI technologies among the workers, by way of excellent organizational support, training initiatives, and furnishing entry to psychological support systems.

Unique Contribution to Theory, Practice, and Policy:

It is appreciated and highly acknowledged as providing extended JD-R Theory and TAM theories, which continues the insights into AI and employee well-being. In order to restrain any negative outcomes, organisations need to adopt human-focused strategies towards AI, improve employee training, establish ethical governance of AI, and offer mental health assistance to employees. It provides practical recommendations to organizations and human resources and policy advice on how AI can be used ethically, protect the employees and develop their workforce.

Keywords: *Artificial Intelligence (AI), Employee Well-Being, Mental Health, Workplace Automation, Organizational Support, Workplace Surveillance, Job Satisfaction*

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RESULTS AND FINDINGS

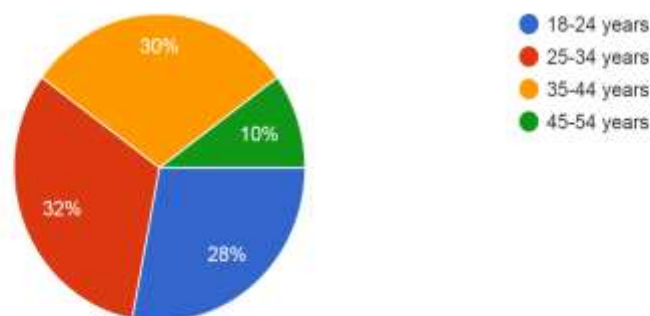
Introduction

The chapter supports and analyzes the findings of the research done during the quantitative survey and qualitative interview phases of the study that the impact of AI-enhanced tools has on the well-being and mental health of employees. The analysis zeroes in on essential aspects such as AI-powered job automation, AI-enabled monitoring at workplaces, AI-based mental health support mechanisms, and organizational-level support systems. The statistical data from surveys give an indication of how employees perceive things and what their experiences are, but the interview data gives a greater insight into individual perceptions and experiences in the workplace. This chapter's qualitative and quantitative results are then combined to explore the impact of AI technologies on employee well-being, mental health, job satisfaction, stress levels, and workplace experience.

Demographic Profile of Respondents

1. What is your age range?

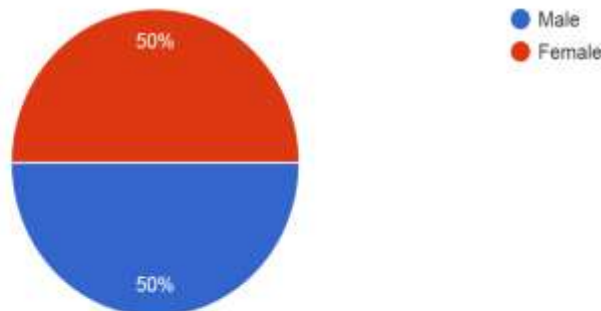
100 responses



The respondent age data indicates that each of the age groups had the same number of respondents. A majority (32%) were between 25-34 years of age, with a close second (30%) 35-44 years, and a third (28%) 18-24 years. Ten percent of the sample was 45-54 year olds. The age range of the respondents points to the fact that the survey was more a reflection of the opinion of younger and middle-aged employees who are actively engaged in workplaces where AI technologies are actively introduced into workplaces.

2. What is your gender?

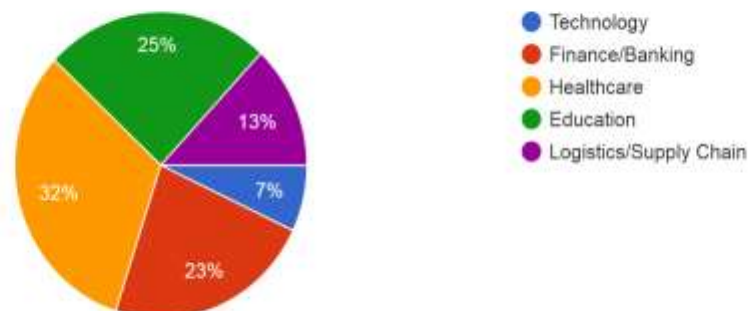
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On gender, there was a balance as half of the respondents were male and the other half were females. Equal representation assists in making sure that findings are trustworthy reducing the gender bias and adding diversity with male and female views in the analysis making the findings more reliable. This balance can be effective in ensuring that there is an extension of knowledge regarding the effect of the AI technologies in employee experiences.

3. Which industry best describes your sector of employment?

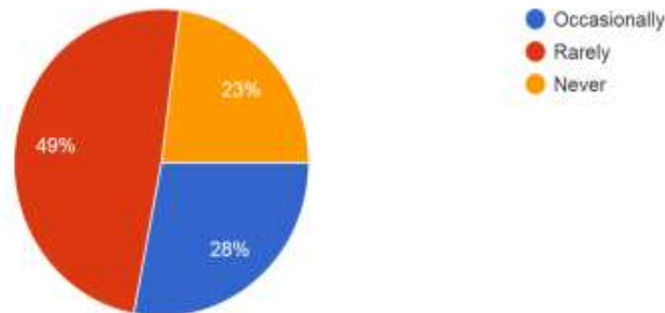
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The respondents had represented them with various industrial sectors, which suggested the application of AI technologies among sectors. The top 3 were healthcare (32%), education (25%), finance and banking (23%), logistics and supply chain (13%), and technology (7%). This industry diversity makes a study enriching and mirrors the diversity of AI usage by the many forms and degrees of AI application in various companies.

4. How often do you use AI-powered tools in your work?

100 responses

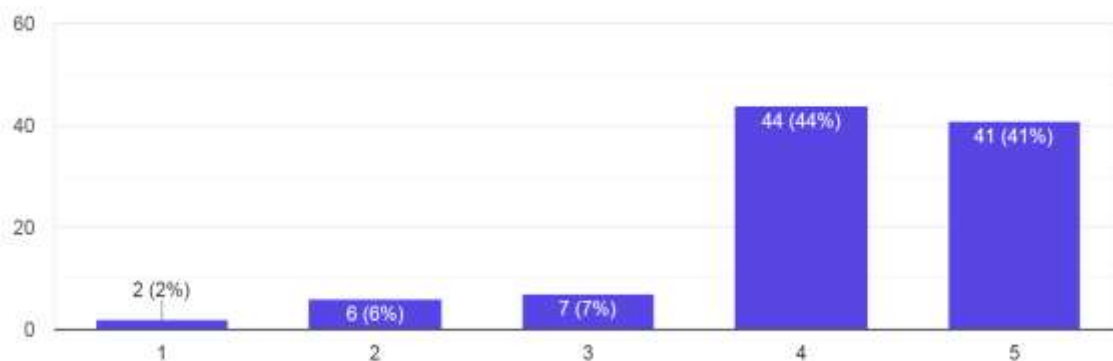


The rate of using AI tools indicated that 49 per cent of them seldom use, 23 per cent use AI-powered tools can sometimes and finally, 28 per cent never use AI-powered tools. The findings suggest that the usage rates of AI in various companies are increasing, yet very few employees use it on a regular basis. These exposure differences have been useful to initial insights into the possible impacts of different levels of engagement with AI systems on employee well-being and psychological health outcomes.

Survey Analysis

5. AI tools have improved my overall productivity and efficiency at work

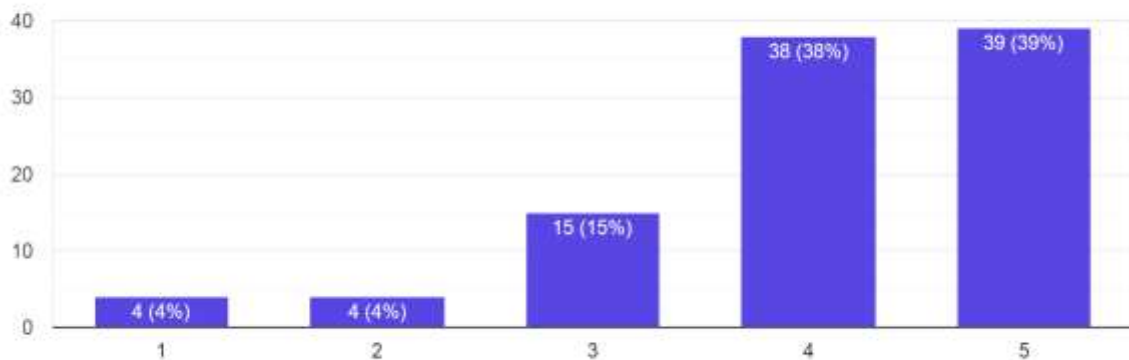
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The results show that there is a high degree of consensus on the benefits of using AI to enhance productivity and efficiency in the workplace. 85 per cent of the total respondents agree or strongly agree with the statement with only 8 per cent disagreeing or strongly disagreeing. This shows that the AI tools are commonly regarded to be helpful tools that make the work more productive, more productive and positively influence the workers.

6. The use of AI has reduced the routine workload and repetitive tasks.

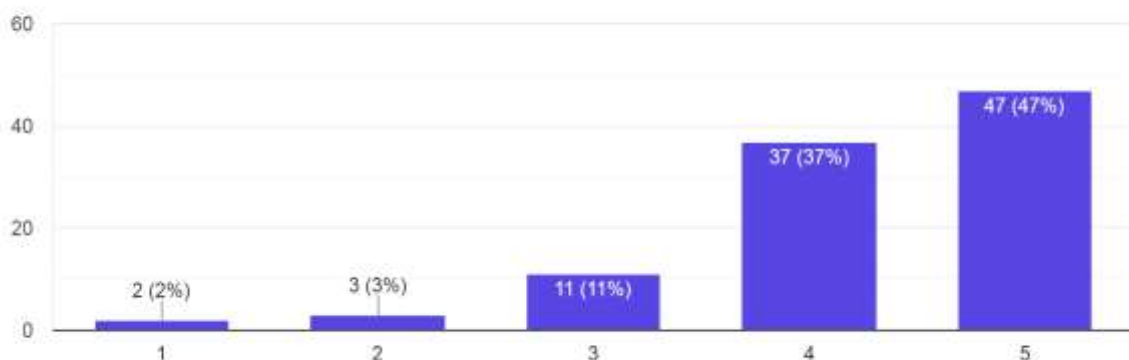
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Most respondents were aware that AI has advantages that include lessening ad hoc work practices. Readers concurred and agreed that AI is useful in reducing routine work, by almost 77 percent and only 8 percent respectively. This direction implies that more time to focus on higher value activities can be afforded to employees through automation, potentially work pressure can be reduced, and job satisfaction and workplace productivity can increase.

7. AI-powered decision support systems have enhanced the quality of the work.

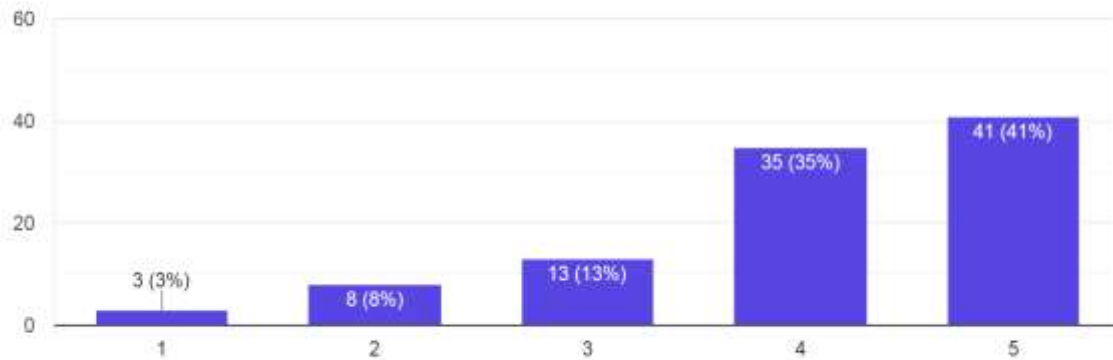
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A significant proportion of respondents thought that AI-assisted decision-making enhances the work quality. The percentage that agreed or strongly agreed with this statement is 84%, while the percentage of those who disagreed was 5%. The findings have shown that AI-guided insights and suggestions can enable employees to make knowledgeable choices, reduce errors, boost their efficiency and engagement to organizational efficiency, in a variety of work-related situations.

8. It is felt that AI tools provide with more flexibility on how to complete the tasks.

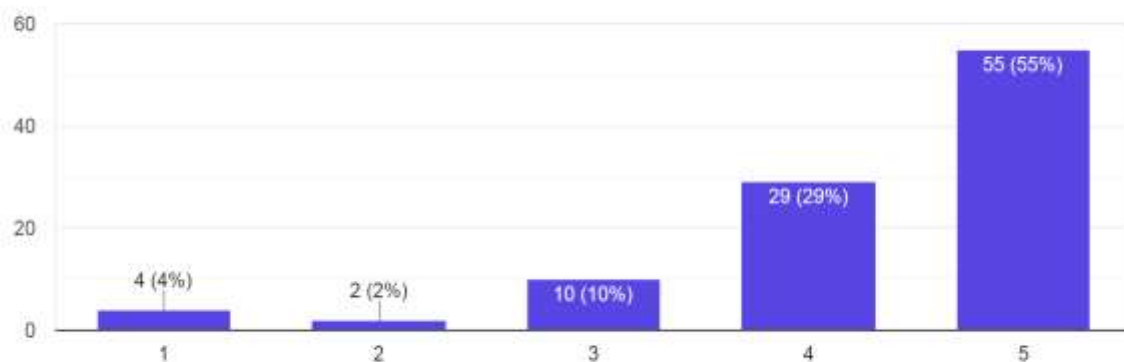
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All in all, the survey findings are positive with regard to perception of workplace flexibility. About three-quarters (76) of the participants strongly concurred or agreed with the fact that AI tools bring flexibility in completing tasks. It means that AI could assist employees to balance the workloads more efficiently, adapt to the changing work requirements and take control of the tool through which they do their jobs.

9. There are concerns that AI could make the job role redundant in the future.

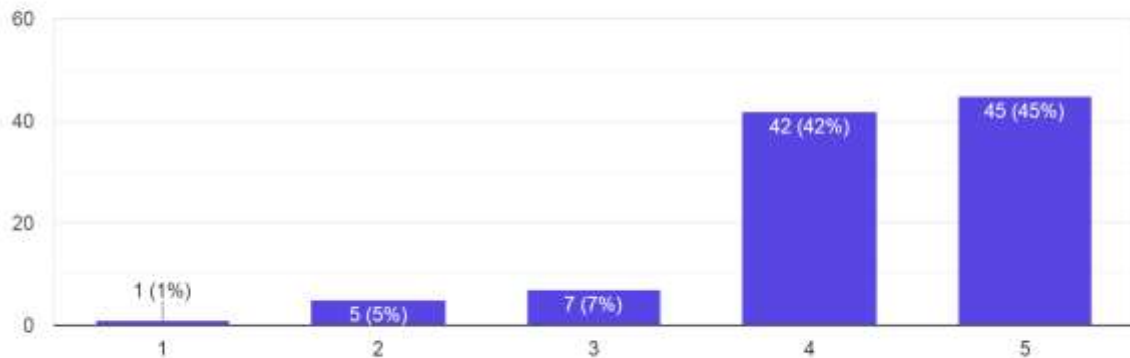
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The fear of joblessness is a significant concern to labourers. One-third (84) of the respondents were in agreement or strongly agreeing that AI would put them out of a job in the future. The revelation indicates that the technological change remains unknown, yet it is also true that job security remains a crucial element to contemplate, even though companies may organize their AI activities in a more efficient manner.

10. AI-enabled performance monitoring (surveillance) adds significant stress to the workday.

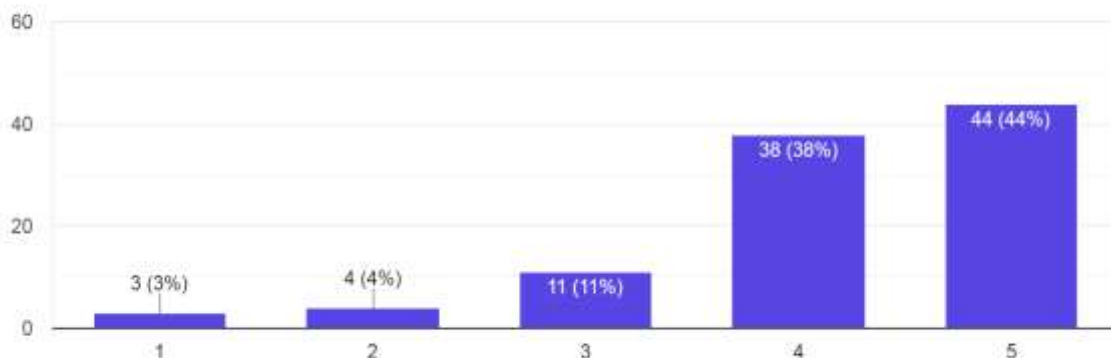
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The results indicate that workplace surveillance is a considerable source of stress. Respondents reported that 87% agree or strongly agree that employing AI-powered monitoring increases stress at their jobs. The results indicate that the ongoing monitoring of work performance could have unwelcoming impacts on working individuals, and it may result in psychological pressure and anxiety, while it is expected that it should increase their productivity.

11. Employees feel pressured to constantly adapt to new AI tools and software updates.

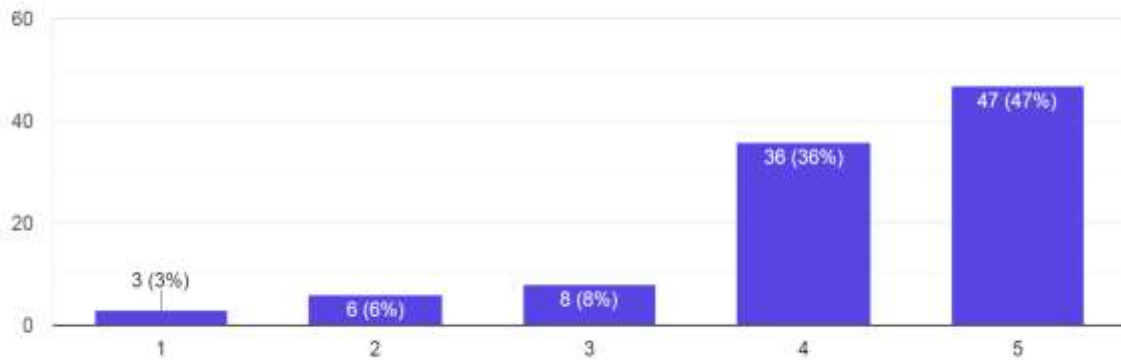
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For the most part, participants mentioned a need to find a balance of adapting to changing AI technologies on an ongoing basis. This statement was agreed with or strongly agreed to by approximately 82%, suggesting that technological changes involve a continuous learning and adjustment process. Such adjustment requirements can add to the strain in the workplace, especially for people who don't trust the technology they are using.

12. Employees feel supported by the organization in learning how to use new AI tools effectively.

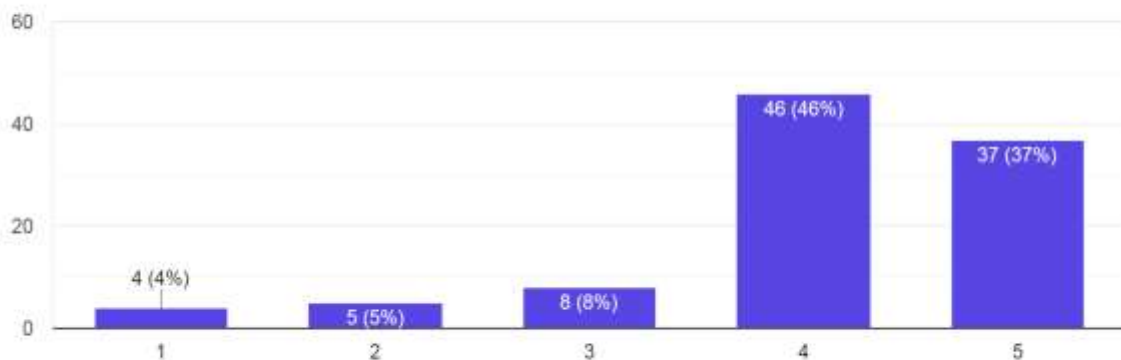
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The largest population of the respondents was favorable towards organizational support. About 83% of them said that their organizations support learning AI tools or strongly agreed that they supported them. This shows that numerous employers recognize the necessity of facilitating and encouraging the implementation of AI abilities through offering advice, training, and resources that help their employees learn to adjust to the changes in technology.

13. The company provides adequate training for using AI tools.

100 responses

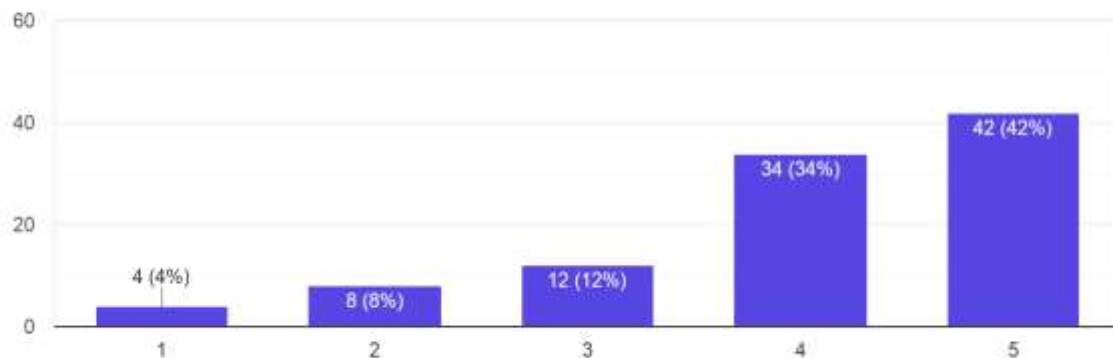


The survey outcomes show a positive attitude towards training on AI. Some 83% of them reported some degree of acquisition or high degree of acquisition that their organizations provide adequate training. Proper training programs can help address uncertainties, enhance the competence of employees, and boost confidence for interacting with AI technologies,

leading to a successful integration into the workplace.

14. Employees are aware of mental health support resources provided by the organization related to technological change.

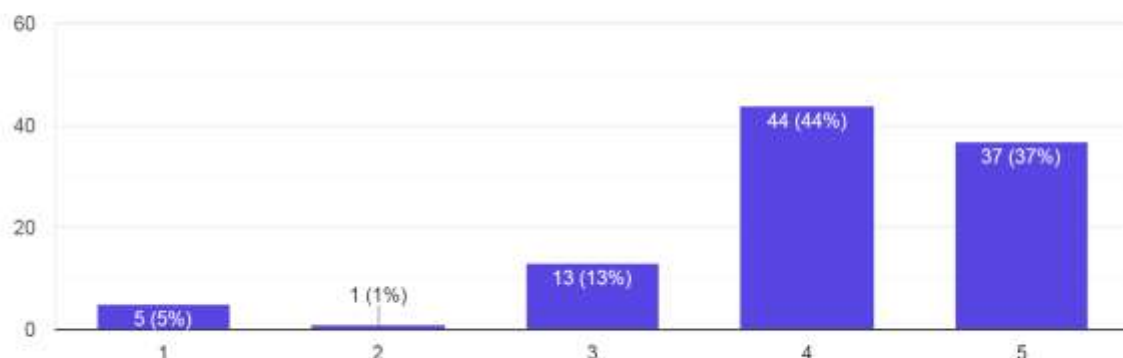
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The majority of the respondents indicated their awareness of mental health resources offered in their organization. About 76% agreed/strongly agreed, meaning many organizations have an effective communication of available services for support. This is crucial as technological changes can cause stress, and making access to mental health resources available can help reduce key employee stress and build resilience.

15. Employees feel that the employer values the well-being when implementing new AI technologies.

100 responses

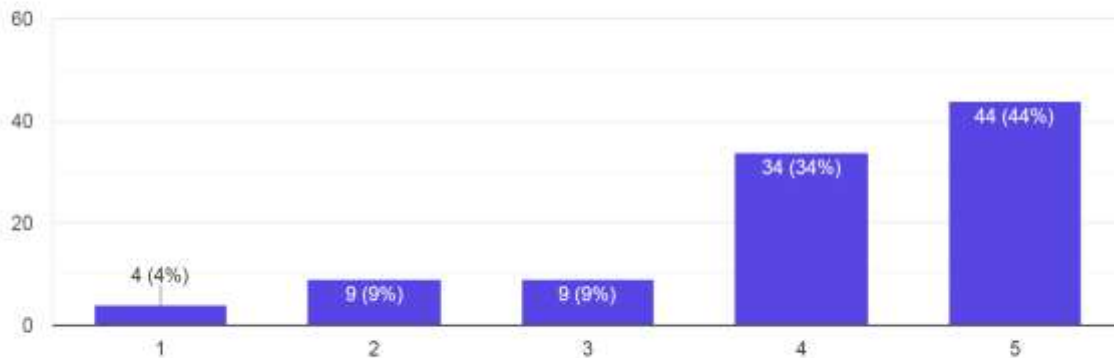


The findings indicate that, generally, there are positive perceptions of the employer's concern for employee well-being. Nearly 81% agree or strongly agree that employee well-being is an aspect that organizations think of when they adopt AI. This indicates that a good number of

employers try to balance out the technological progress with the well-being of the employees in terms of mental health and job satisfaction.

16. Using AI tools makes one feel more engaged and creative in my role.

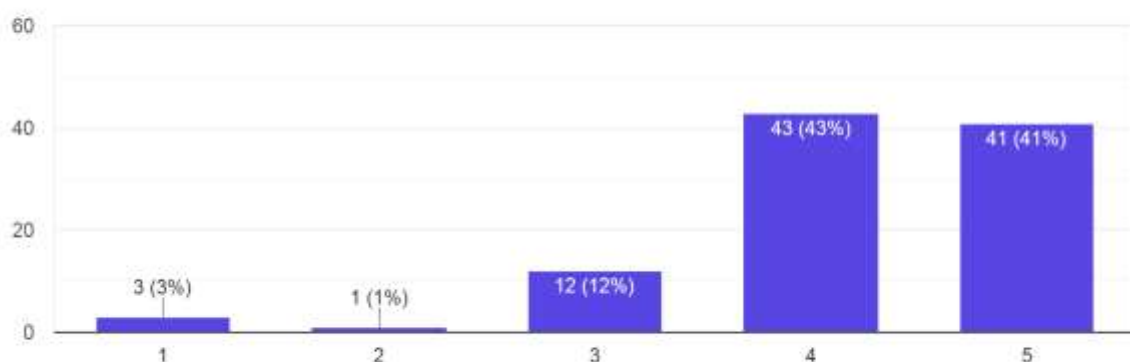
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Many respondents saw AI as a tool for boosting engagement and creativity. A relatively small number disagreed, with 78% "agreeing" or "strongly agreeing" with the statement. This discovery signifies that AI can play a vital role in enhancing innovation by minimizing manual labor and enabling workers to allocate more time to higher-value tasks that foster creativity and strategic thinking.

17. One feels a sense of anxiety or uncertainty when interacting with AI systems.

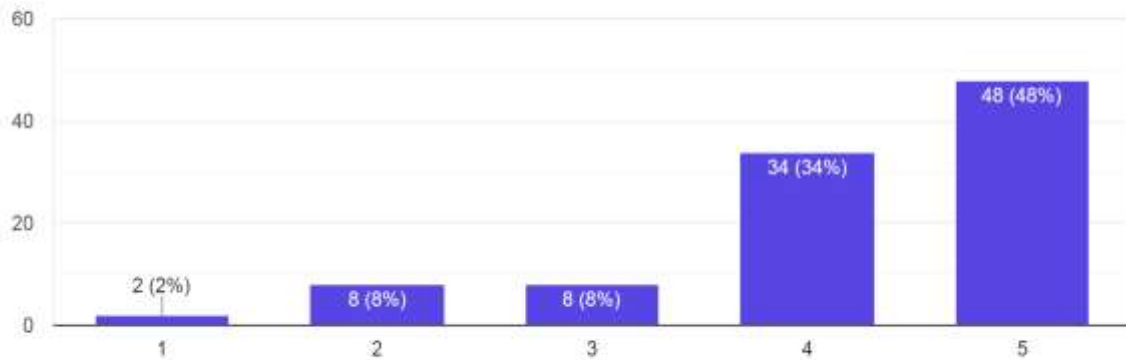
100 responses



However, there was a sense of dread, and a great number of the respondents perceived the advantages of AI. Some 84% replied that there exists doubt or worry due to AI interactions. This implies that an employee may be unhappy with changes in technology, may believe that technology is bound to either err or may feel that they are unsure of what changes they are experiencing in the workplace.

18. One feels that they have less autonomy over their work due to AI-driven processes.

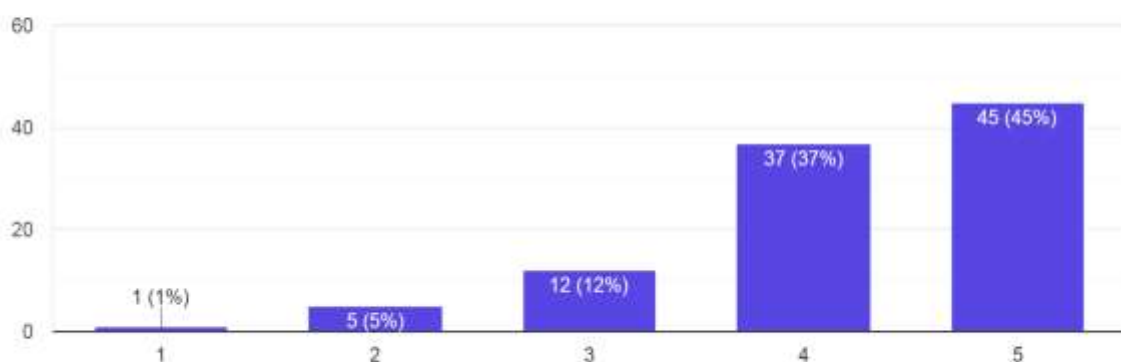
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The findings permit the potential to reduce the power that workers can have over their jobs with the assistance of AI. About 82% of the respondents agreed or strongly agreed that AI-driven processes limit autonomy. This may translate to the fact that as jobs are increasingly automated and achieved by relying on a greater number of algorithms, this may affect how employees feel in their sense of autonomy which may eventually affect motivation, satisfaction and well-being in the workplace.

19. AI-based mental health or wellness apps (if offered) are helpful for managing work-related stress.

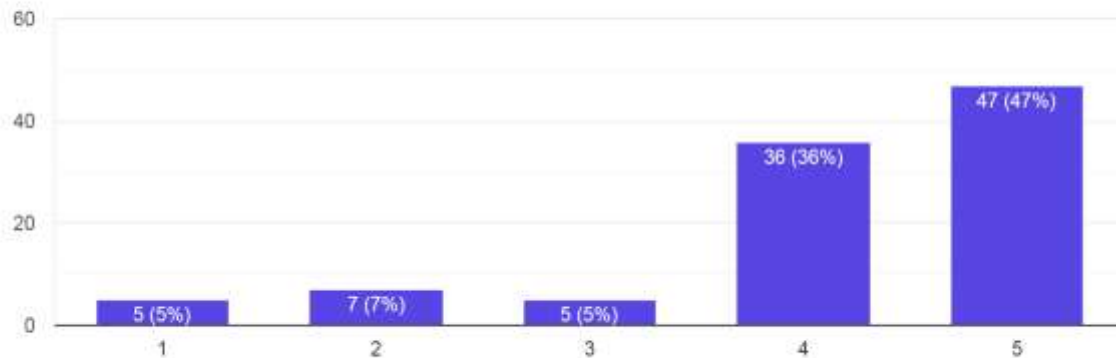
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The general attitude of the respondents towards AI Wellness Tools was favorable. Approximately 82 percent of these responses were in support/strongly this application helps in managing stress at the workplace. The results suggest that mental health support, stress management advice, and well-being assistance, all with the help of AI, can have a beneficial impact on employee mental health and be readily available and accessible.

20. Overall, it is believed the integration of AI has had a positive impact on the job satisfaction.

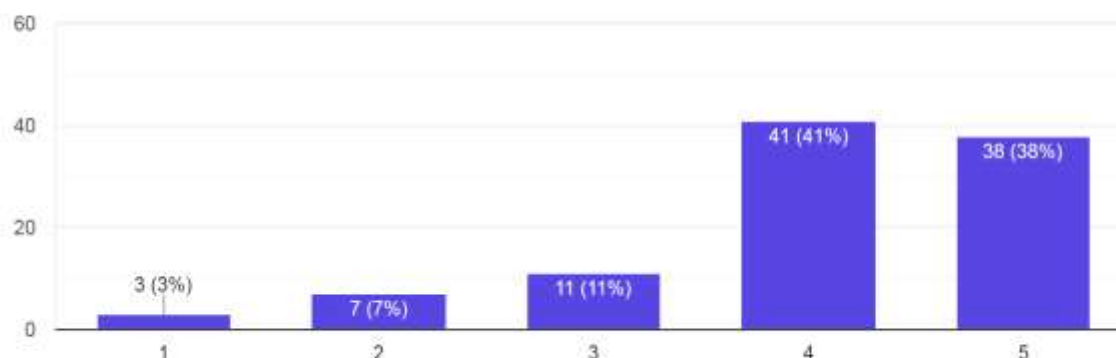
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The survey findings show that there is a positive correlation between job satisfaction and AI adoption. 83% of participants agreed or strongly agreed that AI has enhanced their job satisfaction. This means gaining more positive employee attitudes and experiences due to productivity, reducing repetitive work, and increasing efficiency in the workplace.

21. Overall, it is believed that the integration of AI has had a positive impact on one's mental well-being.

100 responses



Most respondents indicated that AI has a positive impact on their mental health. Just under 79% agreed or strongly agreed with the statement, and a small percentage disagreed. Results indicate that AI potentially leads to better staff in assisting them with their wellbeing through workload reduction and efficiency gains, while also introducing the use of helpful technologies, but also highlights issues with surveillance and job security.

Interview Themes

Positive Contributions of AI to Employee Well-Being

The participants identified tools that support with daily task activities like ChatGPT, Microsoft Copilot, Grammarly, AI chatbots, predictive analytics systems, AI scheduling applications, and others. Participants 1, 2, 6, and 10 mentioned the automatic assistance achieved by AI, the time saved in doing routine jobs, better decision making, and better work quality. Likewise, Participants 3, 7, and 8 reported that AI scheduling, project management, and learning platforms assisted them in the organization of tasks to achieve deadlines. Many participants stated that they had fewer repetitive tasks because these were reduced and this allowed them to concentrate on more meaningful and valuable tasks. In addition, Participants 1, 5, 7, and 9 reported that AI alleviated stress resulting from workload and increased job satisfaction. Overall, these results suggest that AI can serve as a powerful tool in the workplace to improve employee engagement, work-life balance, and psychological welfare. This aligns with literature review findings that point to the flexibility of automated processes, repetitive tasks, and time freed up to perform greater value tasks, by utilising AI. The literature review's JD-R framework stated that AI stands out as a useful tool in the workplace as it helps decrease workload and improve the well-being of the workplace, and (Cramarenco, Burcă-Voicu, & Dabija, 2023) argued that AI disrupts workplace processes and employee relationships in significant ways. In addition, the literature emphasized that if used correctly, AI-powered workload management systems can improve employees' well-being and productivity.

Potential Challenges and Risks of AI Adoption

Job insecurity is one of the significant issues of which the participants mentioned. Participants 3 and 7 expressed concerns that automation could result in loss of certain jobs and career prospects concerns were raised. Some references were made to the challenges related to the accuracy and reliability of AI systems. Participants 1, 4, 6 and 10 explained that the outputs produced by AI could be wrong and/or not well informed of their environment and that they have to be updated and corrected on a regular basis. Another major issue was on workplace surveillance. Respondents 1, 2, 6, and 7 noted that autonomous systems and AI monitoring provided them with pressure to deliver and removed their autonomy. Furthermore, continuously changing technologies resulted in stress, and Participants 8 and 10 pointed out the necessity of continuous learning and the adaptation to new technologies. These results indicate that AI can bring benefits to the workplace but some fear for job security, oversight, and adapting to new technology. These results corroborate the findings in the literature review that privacy, surveillance, and lessening employee control are all important ethical issues. It has been studied, and a lot of people have said that too much monitoring leads to stress and further reduces employee well-being. Thus, although AI can be beneficial for operations, businesses need careful handling of issues regarding surveillance and job security. The interview participants' concerns are very similar to the findings from past research cited in the literature review. Supervision and surveillance are a big ethical issue of workplace AI identified by (Kyi, Mhaidli, Santos, Roesner, & Biega, 2024), and continuous monitoring might lead to an increase in stress or anxiety of employees (Cramarenco, Burcă-Voicu, & Dabija, 2023). This study's participants also raised concerns about the uncertainty of job security and autonomy, which the literature also indicated that AI can contribute to.

Employee Perceptions of AI and Mental Health

The interviews suggested discrepancies and controversies in perceptions about the role of AI in mental health. AI was also seen as a positive development to many of the participants as it would automate many things and cause less stress for people. AI was perceived to enhance workload management by participants with an increase in confidence, productivity and job satisfaction including participants 1, 2, 4, 5, 7, and 9. But occasionally, some participants also reported psychological downfalls. Participant 3, 6, and 8 reported that they felt stress about learning new technologies, system failures and continuously changing technology. Security, data gathering and reliance on AI systems also were often cited. In addition, some employees were afraid about their future jobs which agitated them and created stress. The implications of this research highlight that the deployment of AI in healthcare collaborator roles can have mixed impacts on employee perceptions of AI and mental health. The literature research highlighted that it is not comfortable for staff members for their personal data to be collected or analyzed by AI systems. This means that AI can have a positive or negative impact on mental health, depending on the employee's experiences and practices in the organization. There is also a concern for privacy and confidentiality, as much of the personal employee information is necessary for the AI-based well-being systems to function. In the same way, (Kyi, Mhaidli, Santos, Roesner, & Biega, 2024) pointed out the potential for bias in AI algorithms, and (Cramarenco, Burcă-Voicu, & Dabija, 2023) discussed the societal costs associated with the potential for bias or stigma in AI-derived mental health testing.

The Role of Organizational Support and Training

There was a strong emphasis on organizational support as a key enabler for AI adoption success. 100% of the participants identified the need for training, workshops, mentoring, technical assistance and on-going learning. Participants 1, 2, 4, 6, and 8 mentioned how their training programs boosted their confidence and their ability to utilize AI technologies. Likewise, Participants 3, 5, 7, 9 & 10 pointed out the importance of management support, technical assistance, communication, and psychological services in the process of transitioning to AI-driven workplaces. Participants suggested that organisations that supplied enough supports helped to lower level of uncertainties and increase the level of trust in the AI systems. Overall, the results indicate that organizational support is vital in reducing the fear associated with job security, surveillance, and technological adaption and in improving employee acceptance of AI. This corroborates the (Bozkus, 2023), who found that organizational support is an important moderator of AI adoption impacts on employee well-being. The conceptual framework suggested that training opportunities, mental health resources, and ethical AI policies could assist in supporting employees to adjust to technological change and mitigate potential impact. The results of the interviews validate the organizational factors that foster positive employee experience in the workplace and limit the fears of job security, monitoring, and adaptation to technology. As a result, it becomes important to depict the role of organizations in guaranteeing that the implementation of AI fosters productivity and well-being for both employees and organizations.

Triangulation of Findings

To arrive at a holistic view of the effects of AI-powered tools on employee well-being and mental health, the quantitative survey results were triangulated with the qualitative interviews' results. The survey results showed that overall, employees have a favourable perception of AI,

noting that it can boost productivity, cut down on workload, aid in decision-making, and lead to greater job satisfaction. In the same vein, interviewees said that AI-infused technologies can automate mundane tasks, boost productivity, and aid performance in the workplace, which has a positive impact on employee well-being. There was also good convergence with respect to the significance of the organizational support. The surveys showed that the respondents were trained and supported to embrace AI and the interviews emphasised the role of workshops, mentoring, technical support, and direct communication in dealing with fears and building trust in AI. But there were a few disparities between the two sets of data. Although general and extensive responses to the survey indicated that people felt positive about the impact of AI on wellbeing, the interviews showed that people were deeply concerned about: job insecurity, workplace surveillance, privacy issues, and barriers to adaptation. Overall, the results of the survey conducted, combined with the interview results, point to the idea that the application of AI-powered tools can positively affect employee well-being in the conditions of an adequate level of organizational support.

Chapter Summary

The quantitative survey findings and qualitative interview results of the impact of AI-powered tools on employee well-being and mental health were presented in this chapter. The results found that AI is serving a positive role in terms of productivity, efficiency, task automation, job satisfaction, and well-being. But also identified were concerns regarding surveillance at the work place, job security, job autonomy as well as adaptation to technology. Also, the results revealed that the resources available in an organization, training, and mental health assistance have a significant effect on augmenting positive effects and alleviating possible negative implications of the AI. These connections are the foundations of the findings in connection with the existing literature, theoretical framework, and the research objective which are discussed in the second chapter.

Discussion

Introduction

The chapter explains the relationship between the findings of Chapter 4 as far as the available literature is concerned and the research questions of the study. The debate critically analyses the impact of AI-based tools on the well-being and psychological well-being of employees in modern places of work. It is analysed both in terms of the positive and negative impacts of AI adoption, such as productivity improvement, workload, job security, surveillance of the workplace, and psychological experiences of employees. Furthermore, the chapter examines the importance of organizational support and education on the responses of the employees towards AI technologies. The discourse is a combination of empirical evidence along with theoretical and conceptual views discovered in the literature review.

Positive Aspects of AI-Powered Tools and Employee Well-Being

The results suggest that AI-based solutions have a positive impact on employee health, leading to productivity improvement, workload decrease, better quality of work, and workplace flexibility. The survey showed that the majority of the participants strongly agreed that AI can make their work more efficient and more rewarding, but participants of interviews expressed their views on how AI-based solutions such as ChatGPT, Microsoft Copilot, and AI-related scheduling tools can simplify their daily life. These findings are quite consistent with the

literature review presented in Chapter 2, which suggested that routine work could be reduced with the help of AI automation, and employees could invest their time into more important and strategic activities.

The current results align with the arguments of (Cramarenco, Burcă-Voicu, & Dabija, 2023), who found that productivity improvement and workload reduction are some of the significant advantages of AI adoption. Equally, (Mahalakshmi & Jayanthiladevi, 2024) claimed that work-life balance could be enhanced with the help of AI, which would allow employees to cope with their responsibilities more effectively. The results of the interviews also show that employees see AI as a resource that supports the workplace and not a technological tool.

Theoretically, the results are in line with the Job Demands-Resources (JD-R) Theory, whereby work resources mitigate job demands and enhance employee well-being. Although there is still a question mark over AI adoption, the data indicate that employees are mainly relating AI adoption to positive work performance, provided that the technology is applied to complement and not to substitute human skills.

Challenges Employees Face with AI Tools

Despite the conclusions that the adoption of AI has a number of advantages, they also show that there is a plethora of challenges that can adversely affect the well-being and mental health of employees. The results of the survey indicated that there were major concerns about job redundancy, monitoring at the workplace, pressure to adapt, and low autonomy. Likewise, interviewee participants presented concerns about the risk of future job losses and persistent adaptation to new technological systems with the growing automation. These conclusions indicate that AI is associated with significant risks, which are both psychological and organizational.

These findings can be attributed to the literature presented in Chapter 2, which has found job insecurity to be among the most commonly raised issues related to workplace AI. Employees seem to be aware of the productivity of their jobs that AI offers, and, at the same time, are doubting the future stability of their jobs. This observation echoes the arguments of (Cramarenco, Burcă-Voicu, & Dabija, 2023), who pointed out the issue of the displacement of the workforce due to technological progress. Moreover, the results help to validate the conclusions of (García-Madurga, Gil-Lacruz, Saz-Gil, & Gil-Lacruz, 2024), who believed that AI-assisted monitoring of the workplace could raise the stress levels and anxiety among employees due to continual assessment.

An interesting observation is that employees said that they felt under pressure to keep on adjusting to new AI systems and software upgrades. Although technological development is designed to enhance the performance of the organization, over-adaptation has a tendency to cause emotional stress and disorientation. As a result, organizations need to skillfully strike a balance between technological innovation and the welfare of employees to avoid negative mental health consequences.

Employee Perceptions of AI and Mental Health

The results show that workers have ambivalent attitudes towards the connection between AI and mental health. On the one hand, participants of the survey reported that AI had a positive effect on mental health, decreased stress due to automating workloads, and enhanced job satisfaction. The participants of the interview also spoke about AI as a helpful tool that helped

to increase productivity, confidence, and organization in the workplace. These results resonate with the literature, which contended that AI could positively impact employee well-being by alleviating workload stressors and enhancing productivity (Mishra & Liyakat, 2024). The benefits mentioned by the respondents indicate that AI could be a kind of psychological support tool, provided it is applied properly.

The results also show that AI can cause anxiety, uncertainty, and emotional unease among employees, though. A large number of respondents expressed worries about technological change, reliance on AI systems, privacy, and employment opportunities in the future. These issues are in line with the report by (Mishra & Liyakat, 2024), who highlighted that AI-based well-being systems frequently need to access data about employees, raising the issue of confidentiality and privacy. On the same note, (Rosin, Forget, Lamouri, & Pellerin, 2022) expressed concerns over the possibility of algorithmic bias, although (Song, Wang, & Lee, 2026) suggested that AI-based mental health tests could lead to the unintentional introduction of stigma or discrimination.

The results thus show that the employee attitude towards AI and mental health is not entirely positive or negative. Instead, it seems to be a factor of the implementation and experience of AI in the workplace. Although AI has the potential to promote well-being by efficiency and stress reduction, privacy, fairness, and psychological security concerns still affect worker attitudes to its increasing workforce presence.

The Role of Organizational Support and Training

The results indicate that organizational support and training are instrumental in developing employee experiences with AI-powered tools. The respondents of the survey expressed positive perceptions about training opportunities, organizational guidance, provision of mental health resources, and commitment of the employer to the employee's well-being when implementing AI. The participants of the interviews also stated that workshops, mentoring, technical support, and opportunities to learn continuously contributed to their confidence and a decrease in anxiety when dealing with AI technologies. These results indicate that organizational support plays a significant role in determining the success of the adaptation of employees to technological change.

The findings are very robust to the conceptual framework in Chapter 2 of this paper, which hypothesized organizational support as a mediating variable between AI-powered tools and employee well-being. The results show that employees tend to have a positive attitude towards AI when resources, training, and communication systems are provided. This would agree with the argument of (Shin, 2025), who has proposed that human-centered approaches that consider both the well-being of employees and their productivity should be given priority in the future integration of AI. On the same note, (Rane, Choudhary, & Rane, 2024) pointed out the significance of engaging staff in AI processes of implementation and transparency concerning technological adoption.

Another crucial observation that can be made based on the findings is that organizational support seems to mitigate many of the issues that revolve around the adoption of AI. The training and guidance of employees have resulted in reduced uncertainty levels and increased acceptance of AI systems. Thus, it is the duty of organizations to integrate technological innovation with training, communication, and employee support strategies to make sure that AI can positively impact workplace life and health.

Findings in Relation to the Primary Research Question

The general research question was to comprehend the direct impact of AI-powered tools on the well-being and mental health of the staff at a modern workplace. According to the results, AI effects are both good and bad, yet the overall impact in case of adequate organizational support appears to be more positive than negative. Survey results showed that AI positively influences productivity, efficiency, job satisfaction, work flexibility, and work load decreasing. The participants of the interview also claimed that the tools powered by AI assisted in automating monotonous processes, enhancing the quality of work, and facilitating the daily decision-making process. These results align with the claims of (Cramarenco, Burcă-Voicu, & Dabija, 2023) and (Mahalakshmi & Jayanthiladevi, 2024) who stated that AI can positively affect the well-being of employees, decreasing the number of routine tasks and improving work-life balance.

Nevertheless, the results also showed that there are critical challenges that affect employee mental health. Issues on job security, monitoring, pressure of adapting, privacy, and lack of autonomy were the common issues that were repeatedly raised in the survey and interview outcomes. These issues justify the beliefs expressed by (Mishra & Liyakat, 2024), (Shin, 2025), and (García-Madurga, Gil-Lacruz, Saz-Gil, & Gil-Lacruz, 2024), who emphasized the psychological and ethical danger of AI adoption. As such, AI will be able to enhance workplace experiences, but at the same time, lead to anxiety and uncertainty should the employees feel threatened because of their privacy, job security, or independence.

One of the major results of the study is that organizational support mediates the correlation between AI and employee well-being. Trained, guided, and supported employees had more positive experiences in AI adoption. As a result, the research finds that AI-based tools positively influence employee welfare and mental health by increasing efficiency and decreasing workload in general.

Chapter Summary

This chapter critically elaborated the research findings with respect to research questions and theoretical views as well as existing literature. As discussed in this paper, AI-based tools are beneficial to the well-being of employees by enhancing productivity, decreasing workload, providing flexibility, and increasing job satisfaction. Meanwhile, the issues of job insecurity, workplace surveillance, and privacy, coupled with decreased autonomy, are still pressing problems.

Conclusion

Summary of Key Findings

This paper considered the impact of AI technologies on employee well-being and mental health in the modern workplaces. The results showed that AI can be utilized to facilitate positive effects on productivity, efficiency and workload reduction, workplace flexibility and job satisfaction. Nonetheless, job supervision, job insecurity, loss of independence and job adjustments continue to play significant roles. The research also revealed that the introduction of AI technologies requires employees to have organizational support, training, and access to relevant mental health resources to adapt to such technologies and realize the benefits, while at the same time reducing any negative psychological effects.

Limitation

The results of this study are subject to the following limitations. The study used a small sample size of 100 survey respondents and a small number of interview respondents, which might limit the transferability of the results to other sectors or locations. Second, the study consisted of a cross-sectional research design that took snapshots of employee attitudes at one time. As such, it proved impossible to analyse long-term impacts of AI adoption on employee well-being and mental health. Third, the results had been self-reported, with self-reported answers potentially biased by the social desirability effect and by individuals' own attitudes towards technology. Further, it aimed at employees with experience in AI use in their organisation, thus expecting a perception that is already stronger and acquiring no information about the perception of employees who have only limited or no experience with AI systems. Lastly, the variation in AI adoption rates, organizational culture, and industry-specific practices was not explored in depth and could have been impacting employees' experience and perception of AI-powered tools.

Future Research Scope

The next direction in research will be the long-term implications of AI on the well-being and mental health of workers through a longitudinal research design. These would provide a little more insight into the complex change process in perception of the staff, and psychological implications in the introduction of these AI technologies. Lastly, potential future research would increase the number of respondents and they should be across countries, industries and even across different situations in the organization to enhance the generalizability of the research results. Comparative analysis between the industry with good performance and low AI-adoption could also aid in uncovering more opportunities and challenges within the different industries. Additionally, the effect of the organizational culture, leadership styles, and trust to employees on the acceptance of AI and well-being outcomes can be researched in the future. However, more attention should be given to such ethical concerns as privacy, biases in algorithms, monitoring at the workplace, and the freedom of employees. In the future, the further studies may revolve around new AI applications, including generative AI and full support of mental health, and the implications of the systems on the well-being of the workforce or organizational productivity.

Recommendations

Recommendations for Organizations

The alignment of AI technologies in the organization context should be pursued in a human-centric manner. Even though AI is capable of enhancing productivity, efficiency, and performance of the company, it should be noted that special attention should be put on the welfare of the worker throughout the implementation process. Anxiety and resistance to technology can be reduced by providing clear details and information about how AI systems will be used, their benefits, and limitations to employees (Rane, Choudhary, and Rane, 2024). There is also a need for organizations to have ethical guidelines in place to manage the implications of AI from the viewpoints of privacy, surveillance within the workplace, data protection, and algorithmic fairness. Additionally, there should be a mechanism to provide feedback to employees and provide them with their opinion in making decisions on the usage of AI; and the capability to raise their concern. Considering not only the welfare of employees but also the true nature of technology can aid in organizations using the benefits of AI and minimize any possible psychological risks.

Recommendations for HR Managers

HR managers are key in helping employees in the transition to AI (Fenwick, Molnar, & Frangos, 2024). They should invest heavily in how the workers are trained and upskilled to get to work with confidence using AI tools. Regular learning events can lessen concerns about being fired and enhance worker agility when it comes to technology. HR departments should also adopt these tips and improve the general well-being of the workplace by making good mental health resources, counselling services, and stress-management programs easily available. Beyond that, HR leaders should regularly survey and engage with the workforce to gauge perceptions of AI to preemptively address any newfound concerns and take the necessary steps. An inclusive approach, fostering a positive mindset among employees regarding AI as a supportive tool, can boost job satisfaction and organizational commitment.

Recommendations for Policymakers

Clear regulations should be put in place to address the ethical and responsible use of AI in the workplace. Regulations should be designed to safeguard the privacy of employees, prohibit the use of AI in discriminatory ways, and ensure transparency of any AI decision-making process. Governments should, however, also promote upskilling and reskilling in coordination with private-public partnerships and funding for organizations to invest in workforce development. In addition, labor laws should be revised to address new issues that arise from introducing AI, such as the risk of job displacement and the rights of employees working under AI surveillance. These steps could help the creation of a sound balance where the technological development fosters and supports a healthy economy as well as safeguards the health of employees.

Contributions to Theory, Practice, and Policy

Theoretical Contributions

The insights gained from this study add to the existing understanding of AI and employee wellness, offering empirical evidence of the positive and negative impact of AI-powered tools in the modern workplace. Past studies have been done majorly focusing on productivity and efficiency related to AI application; the present paper extends the discussion further considering the psychological and well-being effects of AI use. Based on the results, the assumptions of the Job Demands-Resources (JD-R) Theory are supported, with the results showing that AI can be a valuable job resource that reduces workloads and enhances job satisfaction and efficiency (Ashoer, Maseeh, Lim, Rofiq, & Zaenal, 2025). In the meantime, the study demonstrates that AI also has the potential to produce new work demands in the realms of expanding surveillance on and within the workplace, job insecurity, and pressure of adaptation in long-term formations. Moreover, the results support the Technology Acceptance Model (TAM), implying that popularization of the usefulness of AI and organizational support enhance the probability of the positive attitude. Identifying organizational support as a key factor that influences experiences at work helps to deepen theoretical knowledge related to how workplace conditions impact AI acceptance and well-being outcomes.

Practical Contributions

The study gives useful practical lessons to organizations and the human resource professionals that want to adopt AI technologies in a responsible manner. The findings show that, in a positive work environment, AI can boost the efficiency and flexibility of employees in their work, as well as, job satisfaction. Meanwhile, the study underscores the need to tackle employee

concerns regarding job security, privacy, and monitoring at work (Moussa, Tanouri, & McMurray, 2025). With these insights, organizations can formulate strategies of implementing AI that will take into consideration the well-being and performance of employees. The research also outlines the problem of lack of training programs, mental health assistance, and effective communication in the process of switching to other technologies. In general, all the insights suggest practical solutions that HR professionals can explore to implement the policies of AI adoption that contribute to acceptance, reduce the resistance, and improve the workplace experience of employees. These may be transformational views that they can use to introduce sustainable digital transformation in organizations with a happy and productive work force.

Policy Contributions

This research can serve to establish policy debate around responsible and ethical AI use in employment. The report highlights the value of policies to protect the privacy of employees, encourage transparency in AI-made decisions, and avoid discriminatory policies because of biased AI. The results also emphasize the necessity to create guidelines on the workplace monitoring practices, in order to balance the rights and autonomy of employees with the interests of the organization. All these will feed into policy making to design regulatory fields that accommodate innovations without compromising on worker safety (Mahardhani, 2023). In addition, the research will make cold knowledge to the reskilling and upskilling programs of the workforce, preparing them to adopt the increased application of AI in most fields. The results of this study can help inform the research on advantages and challenges of AI integration and assist in creating the regulatory frameworks that will address the potential of AI and ethical responsibility and sustainable working practices.

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Appendix - Interview Transcript

Question 1: Can you identify the specific AI tools you use in your daily work?

Participant 1: I write emails and come up with ideas using ChatGPT

Participant 2: Microsoft Copilot aids me in summarizing the reports and documents within a short time

Participant 3: I have an AI scheduling app that helps me organize the schedule effectively

Participant 4: Grammarly and ChatGPT help me in my day-to-day content creation activities

Participant 5: Predictive analytics tools are used to help in business forecasting.

Participant 6: AI chatbots assist in addressing customer inquiries and support requests

Participant 7: AI project management tools are used to automate the process of tracking tasks

Participant 8: AI learning platforms assist in developing the learning content effectively

Participant 9: AI recruiting software will help with the screening processes of candidates

Participant 10: ChatGPT and analytics dashboard facilitate planning and reporting

Question 2: Can you give an example of a positive experience with an AI tool that helped you or improved your work?

Participant 1: AI was able to cut report preparation time and improve accuracy

Participant 2: ChatGPT has aided in generating ideas when struggling with a project

Participant 3: AI planning minimized quarrels and enhanced the efficiency of work processes daily

Participant 4: Grammarly enhanced the quality of communication and decreased the number of mistakes in writing

Participant 5: Analytics software offered valuable information to make quicker decisions

Participant 6: AI chatbots worked on the simple questions, which saved much time

Participant 7: Automated reminders were useful in meeting project deadlines

Participant 8: Lesson planning as well as content creation became easier with AI learning tools

Participant 9: Recruitment software has expedited the screening and selection of the candidates

Participant 10: AI dashboards enhanced operational planning and reporting

Question 3: Can you provide an example of a negative or difficult experience with AI tools at work?

Participant 1: Sometimes, AI produced some misinformation that had to be corrected by hand

Participant 2: Having software updates interfere with workflow and lead to confusion in the meantime

Participant 3: There were technical errors, which caused productivity errors in scheduling

Participant 4: w Sometimes AI recommendations could not provide context to make a decision

Participant 5: Thrashing with the system wasted time to get valuable business information

Participant 6: Sometimes, Chatbots failed to grasp the customer requests and concerns

Participant 7: Overuse of automation decreased individual judgment chances

Participant 8: First, I found it challenging and hectic to learn new AI tools

Participant 9: Sometimes, recruitment algorithms missed out on inappropriate applicants

Participant 10: updates had to be frequent, and to do so, there had to be constant adaptation and supplementary training

Question 4: How, if at all, did the introduction of these tools affect your feelings related to job security or your career trajectory?

Participant 1: Previously worried, but currently considers AI as enabling technology

Participant 2: AI promoted learning new skills in order to develop a career

Participant 3: There were some fears of the possibility of job replacement in the future

Participant 4: AI enhanced confidence through enhanced overall work performance

Participant 5: The career opportunities were enhanced with enhanced knowledge that was technology-based

Participant 6: Was encouraged to train to work with AI systems

Participant 7: AI left questions about future role needs open to question

Participant 8: Feels that adaptability will guarantee a career in the future

Participant 9: AI emphasized the need to engage in lifelong learning

Participant 10: He or she feels safe since human judgment is necessary

Question 5: How does knowing you are monitored by AI make you feel?

Participant 1: It also puts a strain on achieving a steady performance

Participant 2: I am somewhat not comfortable with being watched around all the time at the workplace

Participant 3: Accountability can be enhanced because of the monitoring, yet it may make things more stressful

Participant 4: It promotes efficiency, but privacy issues do exist

Participant 5: I agree to be monitored, provided it has a purpose that is expressed

Participant 6: Over-monitoring sometimes instills anxiety

Participant 7: It encourages performance and diminishes a sense of autonomy

Participant 8: I have a neutral position as monitoring is operations

Participant 9: Openness regarding monitoring is a way of alleviating worries by a good deal

Participant 10: AI surveillance seems to be helpful in maintaining a balance of trust among employees

Question 6: In what ways has your organization supported you in transitioning to more AI use?

Participant 1: The company offered AI training on the application of AI

Participant 2: Workshops have contributed to the betterment of knowledge on the use of AI tools

Participant 3: Management provided advice on the implementation of the AI system

Participant 4: The ability to learn online provided the ability to develop skills continuously

Participant 5: Technical support teams helped to solve the issues that arose in the system

Participant 6: The organization supported the process of taking part in AI training programs

Participant 7: Regular updates improved awareness of AI capabilities

Participant 8: Mentoring programs assisted employees in coping with changes

Participant 9: Effective communication minimised doubts regarding the use of AI

Participant 10: Resources for mental well-being helped to adapt to technological changes

Question 7: Do you believe that AI tools have impacted your stress or overall mental health? If so, in what ways?

Participant 1: The use of AI helped decrease workload, which decreased stress in serious times

Participant 2: It enhanced productivity and minimized job stress

Participant 3: Learning new systems at first raised the stress levels

Participant 4: AI assistive tools were useful to handle tasks more conveniently

Participant 5: Stress reduced since repetitive work was automated

Participant 6: There were system problems that were interrupting, causing some frustration and anxiety

Participant 7: AI helped to organize work and decreased mental load

Participant 8: Sometimes, technological change brought about stress

Participant 9: In general, mental well-being has been enhanced with the help of increased efficiency

Participant 10: AI brought about a balance of both advantages and challenges

Question 8: Is there anything we haven't discussed that you feel is important for me to know about your experience with workplace AI?

Participant 1: AI is not to substitute but to complement employees

Participant 2: The ethical application and utilization of employee information is extremely crucial

Participant 3: More training opportunities would enhance the adoption of AI

Participant 4: Critical decisions need to be made by humans

Participant 5: Transparency will enable employees to have more trust in AI-powered systems.

Participant 6: Organizations need to ensure that they focus on employees' well-being in conjunction with technology

Participant 7: AI has advantages in the case of its responsible and equitable implementation

Participant 8: AI future developments should be informed by employee feedback

Participant 9: Frequent communication helps in eliminating fear about changes in technology

Participant 10: Integration (balanced) has good overall workplace experiences