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A Study on Employee Perception on AI Adoption and its Effects of Change Resistance

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ABSTRACT: Artificial Intelligence (AI) is increasingly being used in organizations to improve efficiency, automate processes, and support decision-making. Although AI offers many advantages, employees may feel uncertain or resistant when such technologies are introduced. This study examines how AI knowledge, ethical concerns, communication clarity, and fear of job insecurity influence employee resistance. Data were collected from 122 respondents and analyzed using statistical tools such as Percentage Analysis, Chi-Square, ANOVA, Ranking, and Correlation. The results show that better communication and stronger AI awareness help reduce resistance, while fear of job loss increases uncertainty. The study highlights the importance of balancing technological advancement with effective human resource practices.

KEYWORDS: Artificial Intelligence, Employee Resistance, Organizational Change, AI Awareness, Ethical Issues, Communication, Job Security.

I. INTRODUCTION OF THE STUDY

The developing utilize of Counterfeit Insights has changed how organizations work. AI frameworks back robotization, prescient investigation, and made strides decision-making. Whereas these progressions increment proficiency, they may too make uneasiness among workers. Numerous laborers stress around work security, part changes, and moral suggestions of AI frameworks. Past inquire about on advanced change proposes that innovative alter can influence representative well-being in the event that not legitimately overseen. Resistance regularly happens when representatives need clarity or understanding approximately the reason and effect of unused frameworks. Subsequently, organizations must center not as it were on innovation usage but too on representative acknowledgment and engagement. This consider investigates how representatives see AI selection and what components impact their level of resistance.

II. SCOPE OF THE STUDY

This consider focuses on workers working in organizations that have embraced or are arranging to receive Counterfeit Insights (AI) advances. It analyses employees' information and mindfulness of AI frameworks, their seen benefits and dangers, and the mental and behavioural resistance related with organizational alter. The consider too examinations the part of organizational back components in affecting AI acknowledgment.

The investigate is constrained to the human and behavioural perspectives of AI selection and does not address the specialized plan or advancement of AI frameworks. The discoveries are expecting to help supervisors, HR experts, policymakers, and analysts in understanding and overseeing technology-driven organizational alter.

III. OBJECTIVES OF THE STUDY

1. To examine whether AI knowledge reduces employee resistance.
2. To analyse the effect of ethical concerns on AI acceptance.
3. To study the role of communication in minimizing resistance.
4. To identify the influence of demographic factors on AI perception.



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IV. REVIEW OF THE LITERATURE

Dwivedi, Y. K. et al. (2025)

Title: Artificial Intelligence Adoption in Organizations: Human and Ethical Dimensions

This study provides a comprehensive discussion on the human side of AI adoption within organizations. The authors focus on ethical concerns, transparency, accountability, and trust in AI systems. Employees are portrayed as key stakeholders who experience uncertainty when AI systems influence decision-making processes. The research emphasizes that while organizations invest heavily in AI, employee understanding of AI's purpose and implications often remains limited. The study does not examine resistance directly but highlights the importance of responsible AI governance in shaping employee attitudes.

Venkatesh, V., & Bala, H. (2024)

Title: Technology Acceptance Revisited: Emerging Technologies in the Workplace This research revisits established technology acceptance theories in the context of emerging technologies such as AI. The authors explain that employees' attitudes toward new technologies are influenced by perceived usefulness, ease of use, and organizational facilitation. The study notes that emotional readiness and management support are increasingly relevant as technologies become more complex. However, the research remains focused on acceptance models and does not address employee resistance to AI-related change.

Jaiswal, A., & Arun, C. J. (2024) – India

Title: Artificial Intelligence and Employee Well-being: Emerging Evidence from Indian Organizations This Indian study examines how AI integration affects employee well-being in organizational settings. The authors observe that AI adoption evokes mixed emotional reactions, including enthusiasm for innovation and concern about job relevance. The study highlights communication and training as crucial organizational practices that research does not explore resistance behavior or link perceptions to organizational change outcomes.

V. RESEARCH METHODOLOGY

The study adopts a descriptive research design to examine employee perceptions toward AI adoption without manipulating any variables. The primary focus is to describe employee attitudes and analyze the relationships between factors such as AI knowledge, communication clarity, ethical concerns, and job insecurity. This design enables systematic data collection and statistical analysis, providing an objective and structured understanding of existing organizational conditions suitable for quantitative journal research.

SAMPLING TECHNIQUE

Convenient testing methods utilized within the investigate. When populace components are selected for incorporation within the test based on the case of get to, it is called comfort examining.

SAMPLE SIZE

In this consider, 122 respondents were taken as a test for the translation of information within the inquire about through a survey.

TOOLS USED

- Simple Percentage
- Correlation
- Ranking Analysis
- Anova
- Chi Square

DATAANALYSIS AND INTERPRETATION

The information collected for the ponder demonstrates that ponder on worker recognition of AI selection and its impacts of alter resistance.



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VI. SIMPLE PERCENTAGE

Simple percentage analysis is one of the statistical tools which is used for analysis and interpretation of primary data. It is one of the simple forms of analysis which is very easy for anyone to understand the outcome of the research. It is normally used by commercial research organizations.

TABLE 1.1
OVERALL UNDERSTANDING OF AI AND IT'S APPLICATIONS WITHIN YOUR ORGANIZATION

S.NO	OVERALL UNDERSTANDING OF AI	NO OF RESPONDENT	PERCENTAGE
1	No understanding	4	3.3
2	Basic awareness only	31	25.4
3	Fair understanding of concepts and uses	34	27.9
4	Good practical understanding	32	26.2
5	Excellent and in-depth understanding	21	17.2
Total		122	100 %

INTERPRETATION:

The information demonstrates that most respondents have a direct level of understanding of Manufactured Insights. A huge extent detailed having reasonable and great down-to-earth information, whereas a comparable rate shown as it were fundamental mindfulness. A littler bunch illustrated great and in-depth understanding, and as it were a negligible number detailed no understanding. This dispersion appears that AI mindfulness is display among the larger part of representatives, in spite of the fact that progressed ability is comparatively restricted.

INFERENCE:

The organization has effectively made common mindfulness approximately AI among representatives. In any case, since less respondents illustrate progressed information, there's a require for higher-level preparing and aptitude advancement programs. Fortifying specialized competency might make strides certainty and viability in AI-related assignments.

V. CORRELATION ANALYSIS

Correlation analysis is used to measure the degree of relationship between two variables. It shows whether an increase in one variable leads to an increase or decrease in another variable. The correlation value ranges from -1 to $+1$: $+1$ indicates perfect positive relationship -1 indicates perfect negative relationship 0 indicates no relationship This analysis helps to understand how variables are connected, such as service quality and customer satisfaction, time spent on social media and engagement level, etc.



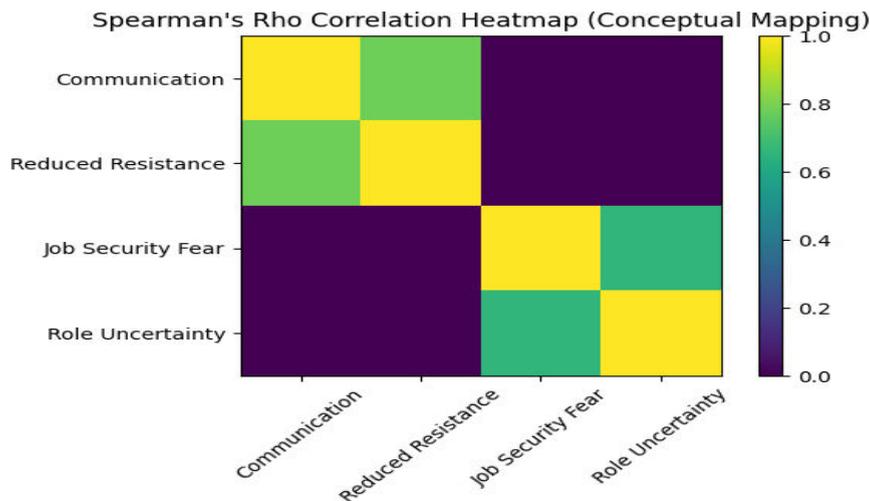
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TABLE 1.2

Variable 1	Variable 2	Correlation (r)	P-value
Clear Communication about AI	Reduced Employee Resistance	0.78	0.000
Job Security Fear	Future Role Uncertainty	0.66	0.000

CHART 1.1



INTERPRETATION:

Communication vs. Reduced Resistance

There is a **strong positive correlation** ($\rho = 0.78$) between clarity of communication and reduced employee resistance. The relationship is statistically significant ($p < 0.05$). This indicates that as communication clarity regarding AI adoption increases, employee resistance decreases significantly. Effective communication plays a critical role in facilitating acceptance of AI systems. **Job Security Fear vs. Future Role Uncertainty**

There is a **moderate to strong positive correlation** ($\rho = 0.66$) between fear of job security and uncertainty about future roles. The relationship is statistically significant ($p < 0.05$). This suggests that employees who fear job displacement due to AI are more likely to feel uncertain about their future organizational role.

INFERENCE:

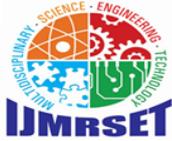
The correlation analysis reveals that psychological and communication-related factors significantly influence employee perception toward AI adoption.

- Clear communication is strongly associated with reduced resistance.
- Job insecurity concerns are closely linked with uncertainty about future roles.

These findings emphasize that organizational transparency and assurance mechanisms are essential during AI implementation.

VI. CHI-SQUARE ANALYSIS

The Chi-Square test is used to find whether there is a significant relationship between two categorical variables. It checks whether the difference between observed values and expected values is due to chance or real association. For example, it can be used to analyze the relationship between gender and satisfaction level, age and usage



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pattern, education level and opinion, etc. If the calculated Chi-Square value is higher than the table value, there is a significant relationship between the variables

TABLE 1.3
COMPARISON BETWEEN AGE GROUP AND JOB STABILITY PERCEPTION

Hypothesis No:1

Null Hypothesis (H₀):

There is no significant association between Age Group and the preferred method of searching after AI adoption.

AGE GROUP * JOB STABILITY PERCEPTION

AGE GROUP	TRADITIONAL SEARCH	TECHNOLOGIES BASED SEARCH	TOTAL
Below 20 Years	9	15	24
21- 30	12	43	55
31- 40	5	26	31
Above 40 years	1	11	12
Total	27	95	122

CHI-SQUARE TEST

	Value	df	Asymptotic Significance
Pearson Chi-Square	24.821	3	0.003
Likelihood Ratio	23.947	3	0.004
No. of Valid Cases	122		

INTERPRETATION:

The Pearson Chi-Square value of 24.821 with 9 degrees of freedom is statistically significant. This indicates that perception of job stability due to AI adoption differs significantly across age groups

INFERENCE:

Age plays a significant role in shaping employees' perception of job stability after AI implementation. Different age categories show varying levels of concern or confidence regarding job security.

FINDINGS

- **Clear communication reduces resistance.**

Employees who feel that AI-related information is explained clearly are more likely to accept the change. Transparent communication helps reduce confusion and builds trust.

- **AI knowledge improves acceptance.**

Respondents with better understanding of AI concepts show a more positive attitude toward its implementation. Awareness appears to reduce unnecessary fear and misunderstanding.

- **Ethical concerns influence perception.**

Concerns about data privacy, fairness, and responsible use of AI affect how employees view its adoption. Ethical clarity plays an important role in gaining employee support.

- **Job insecurity increases uncertainty.**

Many employees associate AI with possible job loss or role changes. This fear creates uncertainty and may contribute to resistance during implementation.



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- **Educational background affects AI awareness.**

Employees with higher educational qualifications tend to have better knowledge of AI, which helps them adapt more easily to technological changes.

- **Age does not strongly affect AI-related fear.**

The study indicates that concern about job security is similar across age groups.

- **Employees recognize practical benefits of AI.**

Despite certain concerns, most respondents acknowledge that AI helps reduce errors and improve efficiency in work processes.

SUGGESTIONS

- **Provide Regular AI Training Programs**

Organizations should conduct practical training sessions to improve employees' understanding of AI. Better knowledge will reduce fear and build confidence in using new systems.

- **Ensure Clear and Transparent Communication**

Management should clearly explain the purpose, benefits, and impact of AI implementation. Open communication helps employees feel informed and secure.

- **Address Job Security Concerns Proactively**

Leaders should clarify how AI will support roles rather than replace employees. Reassurance and role redesign can reduce uncertainty and resistance.

- **Develop Clear Ethical Guidelines for AI Usage**

Organizations must establish policies regarding data privacy and responsible AI practices. This will build trust and improve employee acceptance.

- **Encourage Employee Participation in Implementation**

Employees should be involved in discussions and feedback sessions during AI adoption. Participation increases ownership and reduces resistance.

- **Provide Emotional and Psychological Support**

HR departments can offer counselling or mentoring programs during technological transitions. Supporting employees emotionally helps them adapt more positively.

VII. CONCLUSIONS

AI adoption is both a technological and organizational change. While it improves efficiency and accuracy, employee perception determines its overall success. The study shows that communication and knowledge development significantly reduce resistance, whereas fear and uncertainty create barriers. For successful implementation, organizations must combine technological progress with employee-centred strategies. Addressing psychological and ethical aspects is crucial for sustainable AI integration.

SCOPE FOR FUTURE STUDY

Future research may focus on industry comparisons, long-term changes in employee perception, cross-cultural differences in AI acceptance, and advanced statistical modelling to examine deeper relationships between variables.

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