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Research Article

The Moderating Role of Attitude Toward Artificial Intelligence in the Effect of Work Alienation on Employee Performance: A Study on Academics

İşe Yabancılaşmanın İşgören Performansı Üzerindeki Etkisinde Yapay Zekâya Yönelik Tutumun Düzenleyici Rolü: Akademisyenler Üzerine Bir Araştırma

Fevziye BEKAR
Dr. Öğr. Üyesi, Gümüşhane Üniversitesi
Sağlık Bilimleri Fakültesi
fevziye.gurlas@gumushane.edu.tr
https://orcid.org/0000-0003-1692-4294

Makale Geliş Tarihi	Makale Kabul Tarihi
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Abstract

This study seeks to answer the research question: "How does attitude towards artificial intelligence shape the effects of work alienation on employee performance?". Although the relationship between work alienation (WA) and employee performance (EP) is well established, limited research examines moderating conditions within digitalising work environments. In this respect, the research is based on the Affective Events Theory (AET). According to AET, events experienced in the workplace cause emotional reactions among employees. These reactions, in turn, influence employees' attitudes and work behaviour. The AI-driven transformation of workplaces constitutes a significant development. In this context, the effects of GATAI on the workplace were examined. In view of the gap in the literature and the current developments, this study was conducted using data obtained from academics (N = 288) determined by convenience sampling. The results of the research model tested using the PROCESS Macro (Model 2) revealed that the negative impact of WA on EP is mitigated by a positive GATAI. This research examines the attitudinal perspective of AI and provides important insights for the workplace. It makes theoretical and empirical contributions to the literature.

Keywords: *Affective Events Theory, work alienation, employee performance, general attitude toward artificial intelligence (GATAI), academicians*

Öz

Bu çalışma, "yapay zekâya yönelik tutum, işe yabancılaşmanın işgören performansı üzerindeki etkisini nasıl şekillendirmektedir?" araştırma sorusuna yanıt aramaktadır. Alan yazında işe yabancılaşma ile işgören performansı arasındaki ilişki yaygın biçimde incelenmiş olmakla birlikte, bu ilişkinin dijitalleşen çalışma ortamlarında hangi koşullar altında değiştiğini inceleyen sınırlı sayıda çalışma bulunmaktadır. Bu doğrultuda araştırmanın temeli duygusal olaylar teorisine dayandırılmaktadır. Duygusal Olaylar Teorisi'ne göre iş ortamında yaşanan olaylar işgörenlerde duygusal tepkilere sebep olmaktadır. Bu tepkiler ise işgörenlerin tutum ve iş davranışlarını etkilemektedir. İş yerlerinin yapay zekâ odaklı bir dönüşüme sahip olması önemli bir olaydır. Bu kapsamda yapay zeka genel tutumun iş hayatına etkileri incelenmek istenmiştir. Alan yazındaki boşluktan ve güncel gelişmelerden hareketle bu araştırma, kolayda örnekleme yöntemiyle belirlenen akademisyenlerden (N = 288) elde edilen veriler doğrultusunda gerçekleştirilmiştir. PROCESS Macro (Model 2) aracılığıyla test edilen araştırma modelinin sonucunda, işe yabancılaşmanın işgören performansı üzerindeki olumsuz etkisi pozitif yapay

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zekâ tutumu ile zayıfladığı bulgulanmıştır. Bu araştırma yapay zekânın tutumsal yönünü incelemekte ve iş hayatına yönelik önemli çıkarımlar sunmaktadır. Alan yazına kuramsal ve ampirik katkılar sağlamaktadır.

Anahtar Kelimeler: *Duygusal Olaylar Teorisi, işe yabancılaşma, işgören performansı, yapay zekâ genel tutum, akademisyenler*

1. INTRODUCTION

General attitudes towards artificial intelligence (GATAI) refer to individuals' expectations, perceptions, emotional processes, and behavioral tendencies regarding the integration of AI (Artificial Intelligence) technologies into the workplace (*see*, Schepman & Rodway, 2020; Venkatesh, 2022). AI, which has been developing both conceptually and in terms of application processes since the 1950s, now has a wider range of uses. This situation has become an issue that affects employees' perceptions and attitudes towards their jobs, shaping their emotional states. This process can also lead to a decrease in the connection employees have with their work. This phenomenon is expressed in the literature as work alienation (Harley, 2017, Nair & Vohra, 2010). Increased workload, quality-process-related reporting requirements, the quantification and rigidification of performance criteria, uncertainties, The continual restructuring of appointment and promotion criteria has emerged as a key factor in the increasing visibility of academic alienation.

In the literature, the relationship between work alienation and variables such as job satisfaction, organizational commitment (Kakkar et al., 2023), and burnout (Karayaman, 2024) has been frequently examined; the negative effects of this construct on employee performance have also been empirically presented in the literature (Rasool et al., 2020). However, much of the existing literature has focused on the direct and indirect mechanisms shaping the relationship between work alienation and performance. The conditions under which the relationships between these two variables weaken or strengthen are explained to a limited extent. In this research, these two variables are examined based on the Affective Events Theory because, in workplace, technological transformations stand out as important contextual factors affecting employees' emotional and cognitive processes. In this context, Affective Events Theory is thought to provide a strong theoretical basis for explaining the relationship between work alienation and employee performance.

According to this theory, positive or negative events experienced in the work environment shape employees' perspectives on events as well as their emotional responses. These emotional experiences can also play a decisive role in work attitudes and performance behaviors (Weiss & Cropanzano, 1996). In this context, work alienation refers to a negative emotional state of the employee. This situation can lead to negative consequences on job performance. However, it is thought that this process can be shaped through the psychological and attitudinal resources that employees possess. Especially in the context of technological developments. Within this framework, this research aims to answer the question: “How does the effect of work alienation on employee performance change in the context of attitudes towards artificial intelligence?”. The literature reveals that empirical studies examining attitudes towards artificial intelligence as a moderating variable in the work alienation-performance relationship are quite limited. This study fills this gap by addressing the impact of work alienation on performance in digitalised academic work environments from a more holistic perspective and revealing the role of attitudes towards artificial intelligence in this process. At the same time, this research develops the affective events theory in terms of technology-based attitudes. It is also expected to make original contributions to human resources and technology management practices in higher education institutions.

2. CONCEPTUAL FRAMEWORK

2.1. Affective Events Theory

Affective events theory, which is also studied in the areas of organizational change (Kiefer, Barclay & Conway, 2025), organizational commitment (Zhi & Derakhshan, 2025), and regulation of emotions (Kunst et al., 2025), is among the important theories developed to test workplace events and how and in what direction these events change employee emotions. Developed by Weiss and Cropanzano (1996), this theory posits that positive events in the workplace contribute to positive emotions, attitudes, and behaviors among employees, while negative events can lead to negative attitudes and behaviors (Wright & Cropanzano, 1998; Cho, 2017; Williams et al., 2023; Bekar, 2024). This research will proceed with a focus on negative emotion (work alienation).

According to Dasborough (2006), negative emotions in the workplace can stem from toxic leadership behaviors, conflict, and failure. Workplace events can trigger both positive and negative emotions. Attitudes and behaviors towards work can be shaped by these situations (Lin et al., 2014; Grol & De Raedt, 2018). In this research, the feeling of alienation from work is considered a negative emotion.

2.2. Work Alienation

Work alienation is defined as the psychological distance an employee feels towards their job, which they perceive as uncontrollable, independent, and meaningless. This situation can arise as a result of a mismatch between the employee's values and their work, feelings of powerlessness in decision-making processes, and decreased social connections (Nair & Vohra, 2009; Liu et al., 2025). In the literature has found that work alienation is closely related to the job itself, rather than just psychological feelings. For example, an employee experiencing a career plateau may feel distance towards their job because they have no opportunity for advancement, which can lead to decreased performance (Lee, Yen, & Wu, 2025). Moreover, work alienation can also play a mediating role in situations where employees experience anxiety and job insecurity in the workplace. This situation has been found to strengthen the reactive link in relation to organizational stress (Gharbi, Sobaih, & Aliane, 2025). Research conducted by Özüdoğru, Görener & Toker (2024) found that workplace relationships and psychological capital also shape the issue of work alienation. According to this research, high psychological capital can reduce unproductive behaviors in the workplace and limit work alienation.

2.3. Employee Performance

Employee performance is a multidimensional concept that describes the extent to which an employee carries out the tasks assigned to them in an effective, efficient and high-quality manner in line with organisational objectives. In current literature, performance is not limited to task performance alone; it also encompasses contextual performance (voluntary contributions to the organisation) and avoidance of counterproductive behaviours (Koopmans et al., 2021). Employee performance is strongly influenced by individual (motivation, competence, psychological capital) and organisational (leadership style, perceived justice, job design) factors. In particular, meaningful job perception and autonomy are among the key variables that increase employee performance levels (Peccei & Van De Voorde, 2019). Harassment, bullying, and exclusion in the workplace negatively affect employee morale, commitment, and job performance by increasing stress and anxiety. A toxic work environment and stigmatising occupational stress perception further reduce work productivity. Therefore, an organisational culture that supports employee well-being is critical for high employee performance (Rasool et al., 2020). Consequently, employee performance is considered a strategic outcome for sustainable organisational success.

2.4. The Relationship Between Work Alienation and Work Performance

Work alienation, from the perspective of academics, can be described as a psychological distancing that arises from the loss of meaning in teaching, research and academic service activities, the decline in academic autonomy, and the incompatibility between institutional expectations and individual academic values. Increasing publication pressure, the reduction of performance criteria to quantitative measures, and administrative workload can increase feelings of powerlessness and meaninglessness among academics (Harley, 2017). According to Affective Events Theory, negative events experienced in the work environment lead to negative emotional responses in employees; these emotions increase work alienation and negatively affect employee performance. In this context, work alienation is considered a mediating mechanism between emotional responses and performance outcomes (Weiss & Cropanzano, 1996). Research conducted in the field also finds that work alienation reduces work performance (e.g., Tekingündüz, Kurtuldu & Eğilmez, 2016; Lee, Yen & Wu, 2025). In this context, the first hypothesis of the study is presented below.

H1: Work alienation has a negative and significant effect on employee performance.

2.5. The Moderator Role of General Attitudes Towards Artificial Intelligence in the Relationship Between Work Alienation and Work Performance

Technological transformation is reshaping employees' work experiences by causing fundamental changes in the workplace. The digitalization process causes a loss of meaning for employees, a process of trying to redefine their roles, and consequently, a loss of motivation and alienation from work (Muttar et al., 2019). Although artificial intelligence has become an important tool for facilitating employees' work and enabling them to complete routine tasks faster, employees may feel useless. They may feel that they are not creating value and experience feelings of unemployment, isolation, and meaninglessness. This is among the disadvantages of artificial intelligence (Yıldız & Taşhan, 2023; Sharif et al., 2025).

Research shows that individuals' attitudes toward artificial intelligence (ATAI) affect their performance, intention to use it, and productivity (Venkatesh, 2022). Positive attitudes toward AI can improve job performance and reduce inefficient behavior, while negative attitudes can create anxiety, low motivation in individuals (Kaya et al., 2024; Chang et al., 2024). This may be particularly relevant in data security matters. In this context, utilizing the creativity-enhancing aspects of AI, delegating routine tasks and reducing workload will contribute to focusing on new projects and improving career well-being (Presbitero & Teng-Calleja, 2023). Job commitment will support the achievement of corporate goals and the attainment of high performance (Bhargava, Bester & Bolton, 2021; Nazir, Islam & Rahman, 2026). These GATAI are also related to corporate policies. If artificial intelligence can be integrated correctly to carry out tasks, it will contribute to the psychological empowerment of employees (Fan et al., 2023).

Based on these reciprocal relationships, the negative relationship between work alienation and work performance can be moderated by GATAI. If employees view AI as a supportive tool, work alienation may have less of a negative impact on performance. However, when negative GATAI develop, work alienation may deepen and lead to significant declines in work performance. Figure 1 presents the research model. Based on this, the H2 hypothesis is as follows:

H2: Attitudes towards artificial intelligence (H2a: positive attitudes towards artificial intelligence; H2b: negative attitudes towards artificial intelligence) moderate the relationship between work alienation and work performance.

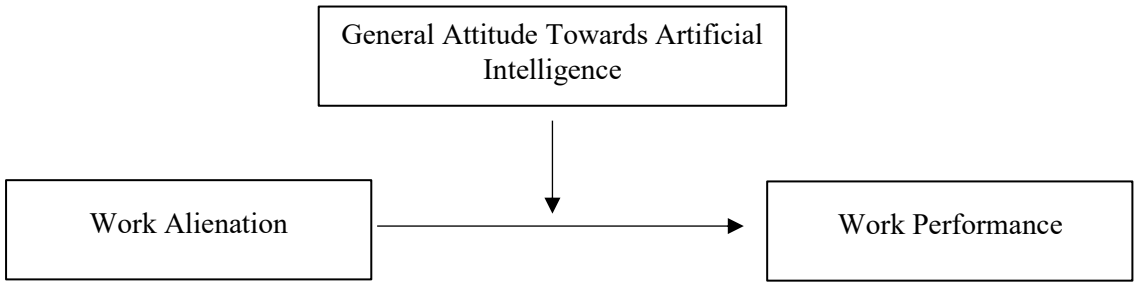

Figure 1: Research model

3. RESEARCH METHODOLOGY

A quantitative research method was used in the study. In this study, data were collected using a cross-sectional research design. Cross-sectional design is a method commonly used in social science research that allows for the examination of relationships between variables over a specific time period (Babbie, 2020; Durna, 2014; Creswell, 2014). Convenience sampling was preferred when collecting data within the study sample. Voluntary participation was desired in terms of time, money, and work situation (Gürbüz and Şahin, 2018). The sample consists of academics. One of the reasons for choosing academics as the sample for the research is that the education sector is related to processes developed with artificial intelligence. Academics have up-to-date views on the opportunities and threats associated with artificial intelligence (Doğan, Çelik and Arslan, 2024), The academic profession inherently requires intensive cognitive effort, critical thinking, and a high level of expertise. Artificial intelligence can contribute to cognitive focus; however, the relatively high likelihood of its use—particularly in conducting text revisions and translations during publication processes—led to the preference for this profession, as it was considered that this situation could significantly influence job performance.

Within this scope, internal letters were sent to 209 universities actively involved in the education process in Turkey via the University's electronic information system to inform academics about participating in the research. Data collection began on 24 May 2024 and concluded on 4 November 2024. To enhance participation and increase the sample size, universities were contacted at least twice during this period. According to data from the Higher Education Council (YÖK, 2025), the total number of academic personnel in Turkey is 186,942. Data was obtained from 288 academics in this study. Under these conditions ((186942/288)×100 =0.154), there was a 15% response rate in the answers given to the surveys. The adequacy of the sample size was evaluated in line with the criteria recommended for multiple regression-based analyses. Samuel B. Green (1991) states that the minimum sample size recommended for testing individual predictors in multiple regression analyses is $N \geq 104 + m$ (m = number of independent variables in the model). This study has two sub-dimensions of the artificial intelligence attitude variable, and there are a total of four variables in the model, including dependent and independent variables. In this context, the minimum sample requirement is calculated as 108. The sample size of 288 reached in the study is well above this threshold value. For the analyses, the AMOS v.23 and PROCESS MACRO v.3.4 software packages were used in conjunction with the SPSS STATISTICS v.22 programme. Details regarding the research are presented below.

3.1. Participants and procedures

The research was initiated with the approval of the University's Scientific Research and Publication Ethics Committee, reference number E-95674917-108.99-245434. The sample for the research consisted of academics. A total of 288 individuals participated in the study: 42% were male (N=121) and 58% were female (N=167). The average age of the participants was 40.66 (SE: 9.70, min – max 25 – 75). Participants' average experience at their current workplace was 10.31 years (SE: 8.50, min-max: 1-41). Their total work experience was 15.32 years (SE: 10.09, min-max: 1-50). 71.2% of participants were married (N=205). Most of the participants in the study (95.8%, N=276) also work at a public university. The largest proportion of participants in the study were associate professors (26.7%, N=77). 60.1% of the sample (N=173) had experience using artificial intelligence. Table 1 presents the characteristics of the participants.

Table 1: Sociodemographic Characteristics of Participants

Variables		N (288)	% (100)
Gender	**Male**	121	42.0
	Female	167	58.0
Marital status	**Married**	205	71.2
	Single	82	28.5
	Other (Divorced etc.)	1	.3
Sector	**Public**	276	95.8
	Public	12	4.2
Title	**Research Assistant**	46	16
	Research Assistant (PhD)	3	1
	Lecturer (Lecturer)	56	19.4
	Asistant Professor	77	26.7
	Associate Professor	62	21.5
	Professor	35	12.2
	Other	9	3.2

Table 1 (Continued)

Variables		N	%
The Use of Artificial Intelligence	**Yes**	173	60.1
	No	35	12.2
	Missing Data	80	27.8
	Total	288	100

3.2. Measures

Work Alienation: The work alienation scale consists of 8 items on a single dimension. It was developed by Nair and Vohra (2010). One of the statements pertaining to the variable is "I feel disconnected/distant from myself at work." Responses were obtained using a 5-point Likert-type scale (1. Strongly Disagree → 5. Strongly Agree). The scale's reliability coefficient is 0.828.

Performance Scale: The performance scale was developed by Kirkman and Rosen (1999) and used in studies conducted by Sigler and Pearson (2000). The Turkish adaptation was obtained from the study by Çöl (2008). The scale's reliability coefficient is 0.8277. Responses were obtained using a 5-point Likert-type scale (1. Strongly Disagree → 5. Strongly Agree). One of the statements pertaining to the variable is "When a problem arises, I produce a solution as quickly as possible".

General Attitudes Towards Artificial Intelligence Scale: This scale was developed by Schepman and Rodway (2020) to determine individuals' general attitudes towards artificial intelligence. The scale consists of a total of 20 items. Twelve items measure positive attitudes towards artificial intelligence, while eight items measure negative attitudes towards artificial intelligence. Here, the 7th item of the negative artificial intelligence attitude sub-dimension has been removed. It was removed because it demonstrated weak psychometric properties and adversely affected the overall reliability of the sub-dimension. Analyses were performed with 7 items. Measurements were made according to a 5-point Likert scale (1: Strongly Disagree, 5: Strongly Agree). The scale was adapted to the Turkish language by Kaya et al. (2022). This study was also based on the adaptation made by Kaya et al. (2022). The Cronbach's alpha coefficient of the scale adapted into Turkish was found to be 0.82 for positive artificial intelligence attitude and 0.84 for negative artificial intelligence attitude.

3.3. Reliability-Validity

Exploratory factor analysis (EFA) and confirmatory factor analysis (CFA) were conducted to determine construct validity. The Kaiser-Meyer-Olkin (KMO) value for the exploratory factor analysis was 0.872. The exploratory factor analysis conducted yielded Bartlett's Sphericity Test $\chi^2 = 4669.22$; $df = 465$; $p < 0.001$. This result indicates that the factor structure is valid (Kalaycı, 2010; Hair et al., 2019). When the CFA results were examined, it was found that the model fit indices were within acceptable limits ($\chi^2(428) = 1007.326$; $\chi^2/df = 2.354$; $p < .0001$; RMSEA = 0.069; CFI = 0.868; SRMR = 0.063).

Furthermore, Average Variance Extracted (AVE) and Composite Reliability (CR) values were examined for convergent and divergent cases. For positive attitude towards artificial intelligence, the AVE value is 0.49 and the CR value is 0.98. For negative attitude towards artificial intelligence, the AVE value is 0.52 and the CR value is 0.96. For the work alienation variable, AVE = 0.63 and CR = 0.98. For employee performance, AVE = 0.59 and CR = 0.85. The AVE value is close and greater than 0.50, and the CR value is 0.80, indicating that the desired construct validity has been achieved. The Cronbach's Alpha (α) coefficient was examined to assess the reliability of the scales. The alpha coefficient indicates the internal consistency of the items in a measurement tool and the degree to which they measure the same construct. In the literature, $\alpha \geq 0.70$ is considered acceptable, $\alpha \geq 0.80$ is considered good, and $\alpha \geq 0.90$ is considered a high level of reliability (Kalaycı, 2010). The Cronbach's alpha coefficients obtained in

this study were found to be above the acceptable limits for the relevant scales and sub-dimensions, and these results revealed that the measurement tools had high internal consistency. Therefore, it can be said that the scales used provided reliable measurements in the academic sample. The factor loadings and related analysis results are presented in Table 2.

Table 2. Exploratory factor loadings for the variables in the study

Items	Factor Loading						
	1	2	3	4	AVE	CR	Cronbach's Alpha
AI-PA1	0,685				0.49	0.98	0.904
AI-PA2	0,744						
AI-PA3	0,763						
AI-PA4	0,662						
AI-PA5	0,792						
AI-PA6	0,697						
AI-PA7	0,745						
AI-PA8	0,702						
AI-PA9	0,676						
AI-PA10	0,686						
AI-PA11	0,659						
AI-PA12	0,610						
AI-NA1		0,772			0.53	0.96	0.860
AI-NA2		0,642					
AI-NA3		0,796					
AI-NA4		0,640					
AI-NA5		0,748					
AI-NA6		0,743					
AI-NA8		0,711					
EP1			0,741		0,60	0,85	0,790
EP2			0,762				
EP3			0,769				
EP4			0,793				
WA1				0,834	0.62	0,93	0,907
WA2				0,815			
WA3				0,907			
WA4				0,826			
WA5				0,777			
WA6				0,784			
WA7				0,691			
WA8				0,696			

AI-PA: Positive attitude towards artificial intelligence, AI-NA: Negative attitude towards artificial intelligence, EP: Employee performance, WA: Work alienation

3.4. Common Method Bias (CMB) Analysis

Harman's single-factor test was applied to assess the risk of common method bias. Exploratory factor analysis conducted on all items revealed that a single factor did not explain the majority of the total variance. The first factor explains 21.70% of the total variance. As this value is below the 50% threshold, it indicates that common method bias does not pose a serious threat to the research findings (Podsakoff et al., 2003

3.5. Correlation analysis

Table 3 presents the results of the correlation analysis between variables. Findings indicate a negative and significant relationship between positive artificial intelligence attitude and negative artificial intelligence attitude ($r = - 0.299$, $p < 0.01$). A negative and significant relationship was found between negative artificial intelligence attitude and employee performance ($r = - 0.193$, $p < 0.01$). Furthermore,

a negative and significant relationship was observed between work alienation and employee performance (r = - 0.252, p < 0.01). In contrast, the relationships between positive artificial intelligence attitude and work alienation and employee performance were not found to be statistically significant.

Table 3. Correlation analysis of variables

Variable	Mean	SE	1	2	3	4
AI-PA	3.86	0.68	1	-0.299**	-0.011	-0.027
AI-NA	2.82	0.76		1	.111	-0.193**
WA	1.77	0.75			1	-0.252**
EP	4.12	0.59				1

Correlation is significant at the 0.01 level (2-tailed). Correlation is significant at the 0.05 level (2-tailed).

AI-PA: Positive attitude towards artificial intelligence, AI-NA: Negative attitude towards artificial intelligence, EP: Employee performance, WA: Work alienation, SE: Standart Error

3.6. Result of Simple Linear Regression Analysis

The results of the simple linear regression analysis indicate that work alienation has a negative and significant effect on employee performance (F) = 19.40, p < 0.001). Work alienation explains 6% of the variance in employee performance (R^2 = 0.064), and performance decreases significantly as work alienation increases (β = −0.252, p < 0.001). In this context, H1 is accepted.

3.7. Moderator Analysis Results

When examining the moderator analysis results obtained using PROCESS Macro Model 2, the established model is found to be significant (R^2 = 0.112, F(5, 282) = 7.10, p < 0.001). Moderation analysis results indicate that work alienation has a significant and negative effect on employee performance (B = −0.97, t = −2.55, p < 0.005, 95% CI [−1.72, −0.22]). This finding shows that increases in work alienation are associated with decreases in employee performance. Similarly, positive attitudes toward artificial intelligence also have a significant negative direct effect on performance (B = −0.30, t = −2.41, p < 0.005). More importantly, the interaction effect between work alienation and positive AI attitude is significant (B = 0.14, t = 1.99, p < .05, 95% CI [0.001, 0.28]). As the confidence interval does not include zero,both the presence and the direction of the regulatory effect are statistically supported (Gürbüz,2019; Bozkurt,2023). This result indicates that positive AI attitude moderates the relationship between work alienation and performance. The positive coefficient suggests that positive attitudes toward AI weaken (buffer) the negative effect of work alienation on performance. H2a is accepted.

On the other hand, although negative AI attitude has a significant direct effect (B = −0.29, t = −2.66, p < 0.005), the interaction between work alienation and negative AI attitude is not significant (B = 0.08, t = 1.47, p > 0.005). Therefore, negative AI attitude does not play a moderating role in this relationship. Finally, the overall model is statistically significant (F = 7.10), explaining 11% of the variance in employee performance (R^2 = 0.11), which indicates a moderate explanatory power. H2b is rejected. The results are shown in Table 4.

Table 4: Moderator analysis results

Variable	B	S.E.	t	F	R	R^2
Sabit	6.43*** [5.12, 7.76]	0.67	9.62			
WA (X)	-0.97**[-1.72, -0.22]	0.38	-2.55			
AI-PA (W)	-0.30**[-0.55, -.006]	0.13	-2.41	7.10	0.33	0.11
X*W	0.14**[0.001, 0.28]	0.07	1.99			
AI-NA (Z)	-.029**[-0.51,-0.08]	0.11	-2.66			
X * Z	0.08 [-0.03, 0.20]	0.06	1.47			

Notes: AI-PA: Positive attitude towards artificial intelligence, AI-NA: Negative attitude towards artificial intelligence, WA: Work alienation, B: Unstandardized Coefficient, SE: Standart Error, CI =

95% confidence interval. Values in brackets indicate confidence intervals. $p < 0.05$, ** $p < 0.01$, *** $p < 0.001$.

Findings regarding the moderation effect are visually presented in Figure 2 and Figure 3. The interaction plot was generated using the PROCESS macro in SPSS based on simple slope analysis at low (−1 SD), mean, and high (+1 SD) levels of the moderator.

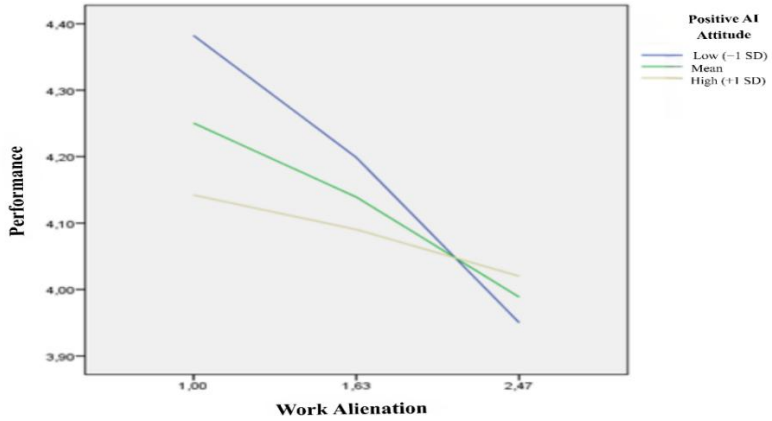

Figure 2: Moderating role of positive artificial intelligence attitude in the relationship between work alienation and employee performance.

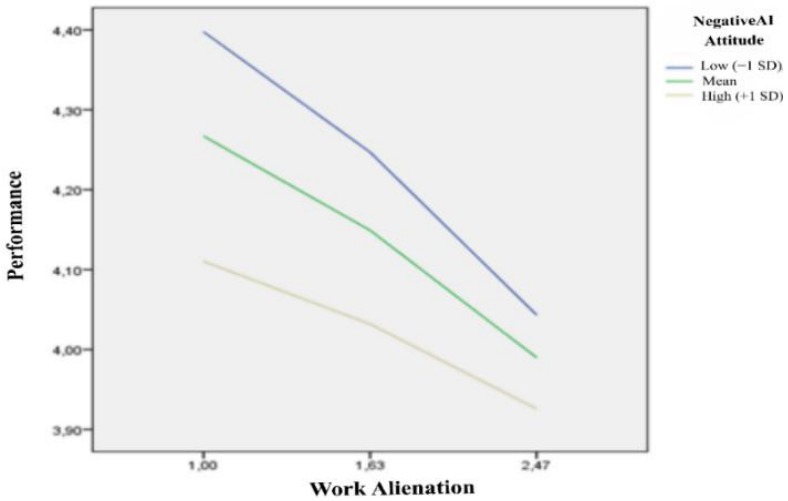

Figure 3: Moderating role of negative artificial intelligence attitude in the relationship between work alienation and employee performance.

5. CONCLUSION AND DISCUSSION

This study seeks to answer the research question, "*How does attitude towards artificial intelligence shape the effects of work alienation on employee performance*?" The role of GATAI (positive and negative) as moderators in the impact of work alienation on employee performance is examined within the context of a sample of academics. Academicians were chosen as the sample because they represent both a group with the technical skills and abilities to implement artificial intelligence and a professional group that uses AI tools. The study concludes that work alienation has a negative and significant impact on employee performance, consistent with the literature (Rasool et al., 2020).

This study further hypothesizes that a positive attitude toward artificial intelligence moderates the effect of work alienation on employee performance. This assumption was supported, suggesting that a positive attitude toward artificial intelligence represents a psychological tendency that mitigates the negative effect of work alienation on employee performance. This conclusion is consistent with the AET assumption (Weiss & Cropanzano, 1996). This finding reveals that for institutions and organizations, artificial intelligence technologies are not only related to the technical development process, but also that employees' perceptions and attitudes towards these technologies are important (Schepman & Rodway, 2020; Bekar, 2025).

In this context, positive attitudes toward artificial intelligence tools are considered a factor that supports employee performance.

The last assumption of the study was based on the moderating role of negative artificial intelligence. This assumption has been rejected. It was found that negative attitudes towards artificial intelligence do not have a moderating role. According to the AET, affective characteristics and attitudes are tendencies that determine the potential emotional responses individuals give to the events they experience; however, these tendencies do not always lead to direct behavioural or performance-related outcomes. In this context, the fact that negative attitudes towards artificial intelligence do not exert a regulatory influence in the study can be explained by the fact that such attitudes remain largely as implicit emotional predispositions (see, Weiss & Cropanzano, 1996: 37). In this context, the fact that negative attitudes towards artificial intelligence do not exert a regulatory influence in the study can be explained by the fact that these attitudes remain largely as implicit emotional predispositions. In other words, negative attitudes towards artificial intelligence may increase individuals' tendency to exhibit stronger emotional reactions to negative work-related events; however, the limited occurrence of such events in the workplace, or the fact that the use of artificial intelligence has not yet become widespread, may have prevented these attitudes from having a decisive role on employee performance. Consequently, the findings are consistent with AET assumptions that emotional tendencies only translate into behavioural outcomes under specific environmental conditions.

This research has contributed to the development of AET within the scope of artificial intelligence attitude assessment, the most current technology-based development. GATAI was also considered in this study with a moderator role. This finding provides significant evidence of the role that artificial intelligence applications can perform in understanding and predicting the relationship between work alienation and employee performance during the digital transformation process.

This research reveals not only the technical development of artificial intelligence but also how the experience of using AI among academicians has transformed into attitudes towards it. The Council of Higher Education (YÖK) has published an AI usage guide, demonstrating that AI technology is now too important to ignore and showing how it should be used within ethical boundaries (*see*, Yükseköğretim Kurulu, 2024). It is among the important tools for keeping up with the modern age. In this context, encouraging the use of AI in a business-oriented way, increasing professional support, and creating a positive perception among users can increase productivity. Therefore, developing company policies that improve human-AI interactions can also be important in implementation processes.

For future research, it is recommended to conduct longitudinal data collection using a method that measures emotions and attitudes at different times and for different variables. This is because this research is based on a cross-sectional data collection method, and the data obtained from the longitudinal data collection process will be valuable in studies conducted in this way. Data can also be collected from different sectors. This research model can also be extended by incorporating variables such as work stress, technostress, and proactive behavior.

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Araştırma Makalesi

The Moderating Role of Attitude Toward Artificial Intelligence in the Effect of Work Alienation on Employee Performance: A Study on Academics

İşe Yabancılaşmanın İşgören Performansı Üzerindeki Etkisinde Yapay Zekâya Yönelik Tutumun Düzenleyici Rolü: Akademisyenler Üzerine Bir Araştırma

Fevziye BEKAR

Dr. Öğr. Üyesi, Gümüşhane Üniversitesi

Sağlık Bilimleri Fakültesi

fevziye.gurlas@gumushane.edu.tr

https://orcid.org/0000-0003-1692-4294

Genişletilmiş Özet

Yapay zekâ kavramının tarihi 1950 yıllarına kadar dayanmakta olsa da günümüzde baş döndürücü bir şekilde çalışma hayatını şekillendirecek özelliklere sahip olmuştur. Standart iş planlamalarını, birbirini tekrarlayan görevlerin otomasyonu, veri analitiği, karar destek sistemleri gibi alanlarda çalışanlara büyük kolaylık sağlamaktadır. Bu kolaylık beraberinde siber zorbalık, verilerin ihlali, sahte veri üretimi süreçleri başta olmak üzere çok fazla güvensizlik durumu oluşturabilmektedir. Bu nedenle çalışanların iş deneyimleri, duygusal tepkileri, performans düzeylerini incelemek iş yerlerindeki verimlilik artışlarını değerlendirmek açısından önem arz edebilmektedir. Çalışanların yapay zeka teknolosine nasıl bir yaklaşım sağladığı, bu teknolojinin kurumlara sağlayacağı fayda ile de ilişkili olabilmektedir. Bu araştırma, çalışanların duygusal durumunun (işe yabancılaşma) ile işgören performansı arasındaki ilişkide yapay zekâya yönelik tutumun düzenleyici rolünü, Duygusal Olaylar Teorisi (DOT) çerçevesinde incelemeyi amaçlamaktadır.

Duygusal Olaylar Teorisi, iş ortamında yaşanan olayların çalışanlarda duygusal tepkiler meydane getirdiğini ve bu duyguların zaman içinde tutumlara ve davranışlara dönüştüğünü varsaymaktadır. Bu teoriye göre, çalışanların günlük iş deneyimleri yalnızca bilişsel değerlendirmelerle değil, aynı zamanda duygusal süreçlerle de şekillenmektedir. Bu bağlamda, işe yabancılaşma gibi olumsuz duygusal süreçler, çalışanların işlerine yönelik anlam algılarını, motivasyonlarını ve performanslarını olumsuz yönde etkileyebilmektedir. Mevcut alan yazın, işe yabancılaşmanın iş performansı üzerinde olumsuz bir etkiye sahip olduğunu ortaya koyarken, bu ilişkilerin hangi koşullar altında zayıflayabileceği ya da güçlenebileceği konusu sınırlı çalışmalar ile ele alınmıştır. Bu nedenle, alan yazında olan söz konusu boşluğu doldurmayı amaçlayarak, bu araştırma kapsamında yapay zekâya yönelik pozitif ve negatif tutumun, işe yabancılaşma ile iş performansı arasındaki ilişkide düzenleyici (moderatör) rol oynayıp oynamadığı incelenmiştir. Araştırmanın temel varsayımı, çalışanların yapay zekâyı destekleyici ve faydalı bir araç olarak algılamalarının, işe yabancılaşmanın işgören performansı üzerindeki olumsuz etkisini azaltabileceği yönündedir. Buna karşılık, yapay zekâya yönelik tehdit algısı ve kaygı içeren olumsuz tutumun ise, işe yabancılaşmanın işgören performansı üzerindeki olumsuz etkiyi güçlendirebileceği varsayılmaktadır.

Bu araştırma akademisyenler üzerinde yürütülmüştür. Akademisyenlerin örneklem olarak tercih edilmesinde, yapay zekâ araçlarının geliştirilmesi ve kullanımına yönelik yüksek uyum potansiyeline sahip olmalarının yanı sıra, bu araçların akademik faaliyetlerde (ödev değerlendirme, bilimsel yazım, veri analizi ve dil çevirisi gibi) yaygın ve işlevsel biçimde kullanılabilmesine elverişli bir meslek grubu olmaları etkili olmuştur. Bu kapsamda Yüksek Öğretim Kurumuna bağlı üniversitelere veri toplama

süreci için iç yazı ile araştırmaya ait anket formu iletilmiş ve bu formların doldurulması istenmiştir. Bu anket verisinde işe yabancılaşma, yapay zekaya yönelik tutum ve işgören performansı değişkenlerine dayalı duygu, tutum ve davranışa ait veriler toplanmıştır. Veri toplama süreci sonucunda, kesitsel veri toplamı yöntemi ile 288 akademisyene ulaşılmıştır. Elde edilen verilerin geçerlilik ve güvenirliliklerine dayalı analizler AMOS v.23, hipotezlerin test edilmesi için ise SPSS Statistics v.22, PROCESS Macro analiz programları kullanılarak gerçekleştirilmiştir.

İşe yabancılaşmanın işgören performansı üzerindeki etkisini test etmek için basit doğrusal regresyon analizi kullanılmıştır. Analizin sonucunda işe yabancılaşmanın işgören performansı üzerinde negatif ve anlamlı bir etkisi olduğu bulgulanmıştır. İşe yabancılaşma, işgören performansındaki varyansın %6'sını açıklamakta ($R^2 = 0.06$) olduğu; işe yabancılaşma arttıkça işgören performansın ters oranda azaldığı ($\beta = -0.25$, $p < 0.001$) bulgulanmıştır. Bu bağlamda, H1 kabul edilmiştir.

Yapay zekâ genel tutum değişkeni pozitif ve negatif yapay zeka tutumu olmak üzere iki alt boyutu bulunmaktadır. Bu nedenle yapay zekâ genel tutumun, işe yabancılaşma ile işgören performansı üzerindeki etkisinde moderatör rolü olup olmadığını test etmek için PROCESS MACRO (Model 2) tercih edilmiştir. Yapay zekâya yönelik genel tutum değişkeni durumsal değişken olarak değerlendirildiğinde, yapay zekâya yönelik olumlu tutumun, iş yabancılaşması ile işgören performansı arasındaki negatif yönlü ilişkiyi zayıflatıcı yönde anlamlı bir düzenleyici etkiye sahip olduğu belirlenmiştir ($X \times W$: $B = 0.14$, $p < 0.05$). Bu sonuç, yapay zekâya yönelik olumlu bir tutumun iş yabancılaşmasının işgören performansı üzerindeki olumsuz etkisini zayıflattığını göstermektedir. Buna karşılık, yapay zekâya karşı olumsuz tutumun durumsal etkisi istatistiksel olarak anlamlı bulunmamıştır ($X \times Z$: $B = 0.08$, $p > 0.05$). Bu bağlamda, iş yabancılaşmasının çalışan performansını düşürdüğü, ancak yapay zekâya karşı olumlu tutumun, işe yabancılaşmanın işgören performansı üzerindeki olumsuz etkiyi azaltıcı bir rol oynadığı bulgulanmıştır. Çalışmanın sonuçlarına göre, H2a kabul edilmiş, H2b reddedilmiştir.

Araştırma sonucunu değerlendirmek gerekirse: İşe yabancılaşmanın işgören performansı üzerindeki negatif ve anlamlı bir etkisinin olması durumu beklenmiştir. Yapay zekâya dayalı pozitif bir tutumun ise işe yabancılaşma ile işgören performansı arasındaki ilişkiyi zayıflatması; negatif yapay zeka tutumun ise bu ilişkiyi güçlendirmesi beklenilmekteydi. Araştırmanın neticesinde beklenilmeyen bir durum olmuştur. Yapay zekaya yönelik olumsuz tutumun işe yabancılaşma ile işgören performansı arasındaki ilişkiyi anlamlı biçimde düzenlemediği yani moderasyon etkisinin olmadığı bulgulanmıştır. Duygusal olaylar teorisi temelinde bu sonucu açıklamak gerekirse: Weiss ve Cropanzano (1996)'a göre, duygusal özellikler ve tutumlar her zaman insan davranışını doğrudan etkilememektedir. Duygusal eğilimlerin davranışa dönüşmesi için belirli çevresel koşulların oluşması gerekmektedir. Çalışanlar yapay zekaya yönelik olumsuz bir his ya da duyguya sahip olsa bile, günümüzde yapay zeka ile ilgili çok fazla olumsuz durum yaşanmamış, yapay zeka sistemi yaygın olarak kullanılmaması sebebiyle işgören performasnını belirli bir şekilde etkilememiş olabileceği düşünülmektedir. Burada yapay zeka tutumu gizli bir eğilim gösterebilmektedir. Kısaca, bu sonuç temelinde akademisyenler bağlamında iş süreçlerinde yapay zekânın destekleyici fakat sınırlı bir rol oynadığı, bu nedenle de doğrudan bu teknolojiye dayalı algının performans davranışına yansımadığı düşünülmektedir.

Pozitif yapay zekâ tutumu, çalışanlara destek algısı sağlayarak aktif bir psikolojik eğilim işlevi görürken; negatif yapay zeka tutumunun pasif bir tehdit algısı niteliği taşıyabileceği de düşünülmektedir. Şöyleki, bu tür tutumlar işgörenlerde davranışı güçlendirmekten ziyade geri çekilme, kurumu kabullenme, mesafeli davranma gibi pasif tepkilere yol açabileceği düşünülmektedir. Zorlayıcı–Engelleyici Perspektif (Challenge–Hindrance Perspective) tarafından bu durumu değerlendirmek gerekirse: Bazı stres kaynaklarının (örneğin yüksek sorumluluk, zaman baskısı) çalışanlar tarafından gelişimi destekleyici ve motive edici olarak algılanabilmektedir. Buna karşılık bazı stresörlerin (örneğin belirsizlik, rol çatışması) performansı ve refahı engelleyici nitelik taşıdığını ileri sürülebilmektedir. Burada koruyucu ve telafi edici bakış açısı tetiklenerek olumsuz teknoloji algılarına rağmen işgörenlerin performansını koruma eğiliminde olacağı düşünülmektedir. Burada dengeleyici bir streteji seçilebileceği öngörülmektedir. Bu bulgu, Duygusal Olaylar Teorisi (DOT) açısından önemli katkılar sunmaktadır. DOT'a göre bireylerin olaylara ilişkin değerlendirmeleri duygusal tepkileri, bu tepkiler ise davranışsal sonuçları şekillendirmektedir. Bu bağlamda çalışmada, teknostres gibi konuların daha ayrıntılı incelenmesi gerektiği ve bazı tutumların davranışa dönüşmeyeceği vurgulanmaktadır. Aynı zamanda bu

çalışmada, yapay zekâya yönelik pozitif tutumun, çalışanların iş deneyimlerini yeniden çerçeveleyerek yabancılaşmanın olumsuz etkilerini modere ettiği görülmektedir. Bu durum, yapay zekâ tutumlarının yalnızca teknolojik bir değerlendirme değil, aynı zamanda önemli bir psikolojik eğim olarak işlev gördüğünü göstermektedir.

Araştırmanın teorik katkılarından biri, Duygusal Olaylar Teorisi'ni teknoloji temelli bir bağlamda ele alarak genişletmesidir. Alan yazında DOT çoğunlukla liderlik, iş stresi ve örgütsel olaylar çerçevesinde incelenmişken, bu çalışma yapay zekâ gibi çağdaş bir teknolojik unsurun duygusal süreçler üzerindeki rolünü ortaya koymaktadır. Böylece teori, dijital dönüşüm bağlamında yeniden yorumlanmakta ve örgütsel davranış alanında en çok incelenen ve önemli yere sahip olan kavramlar ile ilişkilendirilmektedir.

Uygulama açısından bakıldığında, araştırma bulguları yöneticiler ve kurumlar için önemli çıkarımlar sunmaktadır. Yapay zekâ uygulamalarının başarısının yalnızca teknik altyapı ve sistem performansına bağlı olmadığı; çalışanların bu teknolojilere yönelik tutumlarının da en az teknik unsurlar kadar önemli olduğu görülmektedir. Özellikle pozitif yapay zekâ tutumunun, işe yabancılaşmanın olumsuz etkilerini azaltıcı rolü, örgütlerin insan–teknoloji etkileşimine daha bütüncül bir bakış açısıyla yaklaşmaları gerektiğini göstermektedir. Eğitim programları, katılımcı karar süreçleri ve şeffaf iletişim uygulamaları yoluyla çalışanların kontrol, yeterlilik ve destek algılarının güçlendirilmesi, yapay zekânın bir tehditten ziyade destekleyici bir araç olarak algılanmasına katkı sağlayabilmektedir.

Araştırmanın bazı sınırlılıkları da bulunmaktadır. Öncelikle çalışma kesitsel bir tasarıma dayanmaktadır ve bu durum nedensel yorumları sınırlandırmaktadır. Ayrıca örneklemin akademisyenlerden oluşması, bulguların farklı sektörlere genellenmesini kısıtlayabilmektedir. Aynı zamanda bu araştırma iş yabancılaşması, işgören performansı, yapay zekâya yönelik tutum değişkenleri ile sınırlıdır.

Gelecek araştırmalarda, bu ilişkilerin boylamsal tasarımlar ile incelenmesi, duygusal süreçlerin ve tutumların zaman içindeki etkilerini daha net biçimde ortaya koyabilir. Farklı sektörlerde ve farklı yapay zekâ kullanım yoğunluklarına sahip örneklemlerle yapılacak çalışmalar, bulguların genellenebilirliğini artıracaktır. Ayrıca teknoloji stresi, teknoloji kaygısı ve dijital yetkinlik gibi değişkenlerin modele dâhil edilmesi, yapay zekâ tutumlarının duygusal ve davranışsal sonuçlar üzerindeki etkilerinin daha kapsamlı biçimde anlaşılmasına katkı sağlayabilir. Hangi olumsuz tutumun hangi koşullar altında davranışa dönüşebileceği gelecekteki araştırmalar için incelenmesi gereken önemli alanlar arasında yer alabilir. Negatif yapay zeka tutumu bu kapsamda farklı sonuç değişkenleri (proaktif davranış, işten geri çekilme, sessiz istifa) konuları ile araştırılabilir.