

RESEARCH ARTICLE

The Mediating Role of Organizational Culture in the Effect of Attitudes Toward Artificial Intelligence on Innovative Work Behavior and Turnover Intention: A Quantitative Study in the Technology Sector Employees

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Abstract

This research was intended to explain how attitudes towards artificial intelligence effects innovative work behaviors and the intention to leave and whether the organizational culture plays a mediating role in these relationships. The number of participants participating in the research was 402. The research was conducted in İstanbul. It is seen that the general attitude score towards artificial intelligence has a significant and positive effect on both innovative work behavior and intention to leave. These findings reveal that employees' perception of artificial intelligence as a supportive and beneficial element increases innovative behaviors, but risk perception increases the tendency to leave. Mediation analyses show that positive AI attitudes create indirect effects on decreasing intention to leave, especially through the dimensions of adaptability and consistency. The fact that all indirect effects are significant at the 95% confidence level clearly demonstrates that organizational culture plays an important mediating role in the effect of attitudes towards AI on employee behavior. In this context, not only individual perceptions but also the provision of a flexible and consistent cultural environment that inspires confidence in employees in technological transformation processes stand out as a strategic necessity.

Keywords: Artificial intelligence attitude, innovative work behavior, turnover intention, organizational culture, IT sector

Öz

Bu araştırma yapay zekaya yönelik tutumların yenilikçi çalışma davranışlarını ve işten ayrılma niyetini nasıl etkilediğini ve bu ilişkilerde örgüt kültürünün aracılık rolü oynayıp oynamadığını açıklamak amacıyla gerçekleştirilmiştir. Araştırmaya katılan katılımcı sayısı 402'dir. Araştırma İstanbul'da gerçekleştirilmiştir. Yapay zekaya yönelik genel tutum puanının hem yenilikçi çalışma davranışı hem de işten ayrılma niyeti üzerinde anlamlı ve pozitif bir etkiye sahip olduğu görülmektedir. Bu bulgular, çalışanların yapay zekayı destekleyici ve faydalı bir unsur olarak algılamalarının yenilikçi davranışları artırdığını, ancak risk algısının işten ayrılma eğilimini artırdığını ortaya koymaktadır. Aracılık analizleri, olumlu yapay zeka tutumlarının özellikle uyum sağlama ve tutarlılık boyutları aracılığıyla işten ayrılma niyetini azaltmada dolaylı etkiler yarattığını göstermektedir. Tüm dolaylı etkilerin %95 güven düzeyinde anlamlı olması, örgüt kültürünün yapay zekaya yönelik tutumların çalışan davranışı üzerindeki etkisinde önemli bir aracılık rolü oynadığını açıkça göstermektedir. Bu bağlamda, yalnızca bireysel algılar değil, aynı zamanda çalışanlara teknolojik dönüşüm süreçlerinde güven aşılayan esnek ve tutarlı bir kültürel ortamın sağlanması stratejik bir gereklilik olarak öne çıkmaktadır.

Anahtar Kelimeler: Yapay zeka tutumu, yenilikçi çalışma davranışı, işten ayrılma niyeti, örgüt kültürü, BT sektörü

Introduction

Technological advances that have taken place worldwide and affect all individuals and businesses from large to small have begun to radically change many areas from ways of doing business to employee roles (Benbya et al., 2020). Although its foundations date back many years, “artificial intelligence” has begun to take its place at the heart of this change, especially in recent years. Due to this development, artificial intelligence, which was initially expected to increase operational efficiency, has now begun to reshape employees’ attitudes, behaviors, (Ma & Ye, 2022) and organizational commitments (He et al., 2023). This shaping has begun to show itself more among technology sector employees who are thoroughly involved with technology and follow innovations closely (Rashid & Kausik, 2024). Although this is the case, much literature on artificial intelligence is seen on customer behavior rather than employee behavior (İnce et al., 2021).

From this point of view, this research intends to explain how attitudes towards artificial intelligence effects innovative work behaviors and intention to leave. However, this research also examining the mediating role of organizational culture in these relationships. Innovative behavior was chosen it is because the increasing adoption of AI in organizational settings has prompted scholars to explore how technology-driven stressors influence this work behavior and Dong et al. (2025) indicated that AI can either facilitate or hinder innovative behavior depending on whether it is appraised as a challenge or a threat. Therefore, more investigation is required to identify how AI affects this behavior. Similarly, the effect of AI on intention to leave is still not clear and thus needs more study (Zhang et al., 2025). Furthermore, organizational culture which is shaped by the shared values, beliefs, and assumptions is expected to influence how employees behave and interpret their experiences at work; however, features of the organizational culture that are influential on innovative work behavior and intention to leave remains as an area to explore. Therefore, conducting a study on how attitudes towards artificial intelligence effects innovative work behaviors and intention to leave thor-

ough examining the mediating role of organizational culture in these relationships is beneficial for filling the gaps in literature.

Theoretical Background

Attitudes toward artificial intelligence

Artificial intelligence technologies, one of the most talked about and studied topics recently, have actually been on the agenda of scientists since the question “Can machines think?” (Turing, 1950) was asked 75 years ago (Özkaynar, 2024). The concept was first used by John McCarthy et al. (1956 - Dartmouth Conference - preparatory document dated August 31, 1955) to more clearly express the issue of “machines imitating human intelligence” (Cordeschi, 2007). The first definitions began to be made based on this point, and the concept of “artificial intelligence” began to be used for the entirety of the processes carried out to ensure that machines are intelligent. Artificial intelligence attitude is on the other hand examine perceptions and feelings towards artificial intelligence technologies (Zhang et al., 2025). However, the important point here is how the individual associates his/her experiences, knowledge, emotions and motivations with each other in an organization. Attitudes have three constituent elements: cognitive, emotional and behavioral, and it is generally assumed that there is internal consistency between them (Özkaynar, 2024).

The cognitive element refers to the individual’s thoughts, beliefs and knowledge about a specific object or situation (Maio & Haddock, 2010). This element includes the information the individual has about the object. In addition, this also includes how he/she evaluates the accuracy of this information. Level of belief that employees hold about artificial intelligence in terms of its effectiveness in their work can be given as an example of a cognitive attitude. The emotional element refers to the individual’s emotional reactions and feelings about a specific object or situation (East et al., 2008). This element includes the individual’s positive or negative emotional reactions towards the object. An employee’s level of excitement about the use of artificial intelligence is an example of an

emotional element. The behavioral element refers to the behavioral reactions and tendencies of an individual towards a specific object or situation (Eagly & Chaiken, 2007). This element covers how the individual behaves towards the object and how he/she plans to behave in the future. The level of willingness of an employee to use AI-based tools can also be given as an example of this element.

Attitudes are important psychological structures for individuals. It is because they affect and direct their behaviors. In this context it can be said that they have four main functions: Utility Function, Ego Defense Function, Value Expression Function and Information Function (Wang, 2022). The use of attitudes by individuals to achieve positive results is considered as its utility function. This also includes avoiding negative results. According to Bagozzi et al. (2002), basically, this function is related to rewards and punishments. Ego defense function on the other hand support individuals in protecting themselves from threats (Knight Lapinski & Boster, 2001). This function ensures that individuals feel safe. Value expression function helps individuals express their own values, beliefs and identities (Muzikante & Renge, 2011). This function also enables individuals to express themselves in a group and thus it improves their relationships within social groups (Debono, 1987). Information function supports individuals in learning and understanding the world around them (Bagozzi et al., 2002). As well as this, information function enables individuals to make an organization in their environment and predict events that may happen in their environment.

Based on these functions, individuals' perceptions of artificial intelligence also significantly affect their attitudes towards artificial intelligence (Satici et al., 2015). Studies show that attitudes towards artificial intelligence affect the speed of adoption of technological innovations and policy regulations. In addition, it also affects the innovation processes (Koo et al., 2021). However, concerns such as unemployment anxiety, security threats and ethical issues also shape attitudes as much as the opportunities offered by artificial intelligence shapes (He et al., 2023).

Understanding attitudes towards artificial intelligence is important in terms of predicting how

individuals and societies will interact with technology (Nguyen & Nguyen, 2025). Based on the results provided by Satici et al. (2015) indicated that individual traits such as openness, extraversion and sense of responsibility are associated with a positive attitude on the use of artificial intelligence. The same research also provided the results that traits such as neuroticism are associated with a more negative attitude on the use of artificial intelligence. Differently, psychological factors such as depression, anxiety, and stress have a negative effect on the use of artificial intelligence. On the other hand, positive psychological states such as spiritual well-being and development can support a more positive attitude toward AI (Naiseh et al., 2025).

Innovative work behavior

The increasing adoption of AI in organizations attracted scholars to explore how technology-driven stressors influence IWB. According to Abidi et al. (2025), the concept of innovative behavior refers to the processes of individuals generating and implementing new ideas in the workplace. Almazrouei et al. (2025) made a similar definition and defined the concept of innovative work behavior as the ability of employees to produce new ideas, improve existing processes and develop creative solutions, and at the same time emphasized that the concept contributes to the competitive advantage and continuous development of organizations.

In explaining the concept in the context of the AI, Dong et al. (2025) propose a dual-path model. This model shows that AI can either facilitate or hinder innovative behavior depending on whether it is assessed as a challenge or a threat by the employees. Khanfar et al. (2025) highlight that AI adoption is influenced by a combination of individual and organizational factors based on the employees' perceptions. These include anxiety, resistance, trust, and organizational readiness for technological developments. Their integrative model challenges the assumption that these drivers operate independently. In other words, all factors are related to each other in shaping adoption behavior of the employees. This shows that AI at-

attitude influences innovative work behavior. However, the direction whether it is positive or negative will be related to how employees perceive the technology and whether organizational culture supports the employees. Based on this the first hypothesis for this study is set as AI attitude effects the innovative work behavior of the employees (H1). This hypothesis is grounded in the Theory of Planned Behavior (TPB) and the Technology Acceptance Model (TAM). According to TPB, positive attitudes influence behavioral intentions, which lead to actual behaviors. In this context, employees who view AI as beneficial are more likely to engage in innovative work behaviors. TAM reinforces this by stating that perceived usefulness and ease of use drive technology adoption, which in turn supports innovation. Therefore, H1 is based on the idea that favorable attitudes toward AI lead to proactive and innovative actions at work.

According to Abidi et al. (2025), the place and importance of organizational culture is very important in whether employees exhibit innovative behavior. Accordingly, the intense flow of information in the workplace is a significant obstacle to employees' creative thinking. In this sense, being exposed to too much information complicates decision-making processes and prevents the emergence of innovative ideas (Abidi et al., 2025). Again, employees' constant communication can cause interruptions in idea development processes. According to Abidi et al. (2025), especially intense e-mail traffic and instant messaging negatively affect innovative behavior. According to Abidi et al. (2025), another important obstacle to creative thinking is related to individuals' confidence in their own creative capacities. Accordingly, employees' ability to manage their own tasks independently can positively affect innovative behavior.

Another important factor suggested by Abidi et al. (2025) is that respectful and supportive communication between employees contributes to the development of innovative thoughts by increasing the psychological well-being of individuals. Wynen et al. (2020) also demonstrated that organizational factors can diminish innovative work behavior. Drawing on threat-rigidity theory, their

study shows that the accumulation of structural reforms increases perceived uncertainty and leads to more centralized, risk-averse managerial climates. This creates a condition in which employees are less likely to perceive innovation as valued or supported. In fact, an organizational culture is claimed as one of the most important factors that encourages innovative behavior of the employees (Almazrouei et al., 2025). Therefore, it is expected that organizational culture will increase the innovative work behavior of the employees (H2). H2 builds on organizational culture and innovation theories, particularly Schein's model and the Competing Values Framework. Cultures characterized by flexibility, openness, and support (e.g., clan or adhocracy types) promote creativity and experimentation. When employees feel safe to take risks and contribute ideas within a supportive culture, innovation is more likely. Thus, H2 is supported by the premise that a culture fostering participation and adaptability encourages innovative behavior.

Turnover intention

In earlier definitions (Bluedorn, 1982) turnover intention (TI) defined as an individual's intentional and voluntary thinks to leave their current job and/or his/her organizational membership. Historically, the concept of intention to leave is mostly explained by the Theory of Planned Behavior. This theory claims that attitudes toward behavior, perceived behavioral control, and subjective norms together shape behavioral intentions (Ajzen, 1991). It has been suggested that individuals' trust in technology and their tendency to adopt new technologies directly affect their attitudes towards artificial intelligence (Şener, 2024). In this perspective, Ince et al. (2021) claimed that employees working in sectors where employees feel like their jobs are at risk may approach artificial intelligence more cautiously. Differently, the effects of artificial intelligence on issues such as data privacy, human rights, and discrimination affect individuals' attitudes towards this technology (Satici et al., 2015). When IT sector, the focus of this study, is considered, it can be said that employees of this sector can see this technology as a risk for their jobs. There-

fore, it is expected that the effect of AI attitude towards intention to leave will be positive (H3). In other words, AI will be seen as a risk for them by the employees. This hypothesis relies on the Theory of Planned Behavior (TPB) and classic turnover models like Mobley's and Bluedorn's frameworks. A negative attitude toward AI such as fear of job loss or obsolescence, can shape behavioral intentions to leave. TPB suggests that attitudes influence intentions hence, perceiving AI as a threat may lead employees to consider quitting. H3 reflects the theory that unfavorable perceptions of AI contribute to increased turnover intention.

Cultural and social factors also shape attitudes towards artificial intelligence. Accordingly, it has been stated that factors such as society's general approach to technology, level of education, and cultural norms are among the important elements that play a role on the attitudes towards artificial intelligence (Satici et al., 2015). Indeed, in East Asia, where cultural narratives align technology with spiritual continuity or collective harmony, AI tends to be received with greater openness.

In contrast, Western societies which are shaped by traditions of human centrality are more likely to frame AI as a symbolic rival or even a factual trouble (Yam et al., 2023). These findings underscore that attitudes toward AI are culturally embedded and shaped by dynamic tradeoffs between perceived risks and benefits. As demonstrated in a recent cross-national study comparing Germany and China, not only do perceptions of AI's value and risks differ significantly across cultures, but their influence on overall acceptance also varies in strength and direction (Brauner et al., 2024). This highlights the need for culturally sensitive AI governance within the organizations (Brauner et al., 2024). A recent systematic review of turnover intention literature indicates that turnover intention is shaped by the interactions between individual characteristics and organizational factors. In this perspective organizational factors identified as person-organization suitability, expectations related to pre-joining to organization, and supervisor relationships (van der Baan et al., 2025). By taking organizational factors into account, Chang et al. (2024) stated that perceptions of organizational justice significantly reduce turnover intention among

the employees. Chang et al. (2024) findings further suggest that fair and supportive organizational environments improve employees' psychological attachment to the organization and thereby decreases their intention to leave the organization. Therefore, it is expected that organizational culture will decrease the intention to leave among the employees (H4). H4 is grounded in the Person-Organization Fit Theory and Social Exchange Theory. When an organization's culture aligns with employees' values and provides fairness, support, and development opportunities, employees are less likely to leave. Person-Organization fit enhances commitment, while social exchange posits that employees reciprocate positive treatment with loyalty. Therefore, a strong, inclusive culture functions as a retention mechanism, supporting the rationale behind H4.

Organizational culture

Organizational culture, which manifests itself as values, beliefs, and assumptions, deeply affects how people interpret their behaviors and experiences at work. According to Schein (2010), who has done a lot of research on culture, culture serves as a reference for individuals to make sense of change, evaluate uncertainty, and decide how to act. Starting from the subject of culture, many conceptual frameworks have been developed to understand and examine how employees adapt to their organizations, participate in decisions, and their attitudes toward events. Cameron and Quinn's (2011) Competing Values Model and Denison's (1990) culture model are examples of these frameworks. When considered in terms of these models, it is stated that organizational cultures that support creativity and openness to new ideas affect the acceptance of artificial intelligence. Indeed, it is observed that employees of organizations encourage mutual trust in AI and emphasize responsible implementation processes develop more positive attitudes towards AI. These employees' concerns that technology will take their jobs decrease and their ideas that human values are more important develop (Wang et al., 2025).

A recent bibliometric review examining the use of AI confirmed that organizational culture is consistently associated with innovative work behavior (Almeida et al., 2024). Accordingly, organizational culture affects the level of employees' adoption of AI, whether they have a democratic approach to AI, and the level of their intrinsic motivation to use AI, and this situation stands out as important determinants, especially in different sectors such as healthcare and education (Almeida et al., 2024). Similarly, Kandoth and Shekhar (2025) revealed that perceived ambidextrous organizational culture significantly supports innovative behaviors by increasing employees' intrinsic motivation, and that this motivation is a key mediating mechanism. Nguyen et al. (2023) also revealed that the impact of entrepreneurial culture on innovative work behavior is completely mediated by psychological empowerment, indicating that individual meaning, competence, and autonomy perceptions play a critical role in the emergence of innovation in supportive cultural environments. Rusok et al. (2023) revealed that learning-oriented organizational culture such as continuous learning, questioning and strategic leadership positively affects innovative work behavior, and this relationship is mediated by employee attitudes towards change.

Li et al. (2024) revealed that organizational culture also has an effect on intention to leave, and they stated that hierarchical organizational culture significantly increases intention to leave, whereas rational and development-oriented cultures reduce intention to leave. However, in addition to this, it has been stated that cultural fit and perceived flexibility are decisive in retaining employees (Li et al., 2024). Lee et al. (2025) stated that hierarchical organizational culture increases intention to leave in some situation. In this manner, they claimed that clan-type and innovation-oriented cultures reduce turnover rates among younger generations. In this perspective, they come to conclusion that organizational culture may be a more effective factor for being committed to work compared to material or monetary motivations. However, this is valid in the context of Generation Y and Generation X employees (Lee et al., 2025). Another culture type that decreases the intention to leave is suggested by Fasola and Popoola (2024)

who found that adhocracy culture, defined by flexibility, creativity, and empowerment is negatively related to intention to leave among the employees. These findings show that organization cultures that are people-oriented and innovation-supporting can reduce the intention to leave among the employees. However, contrary results were obtained by Erez Akgün and Yıldırım (2020) who determined that hierarchical culture increases turnover intention.

However, their findings indicated that developmental and rule-based cultures decrease this intention. They also emphasized that employee empowerment plays an important role in reducing the risk of turnover and therefore cultural practices that support autonomy should be adopted (Erez Akgün & Yıldırım, 2020).

Methodology

This research was intended to explain how attitudes towards artificial intelligence effects innovative work behaviors and the intention to leave and whether the organizational culture plays a mediating role in these relationships. Following a positivist approach, this study employed four validated measurement scales to measure key concepts that are focus of this study. These are: The Artificial Intelligence Attitude Scale, developed by Aktay et al. (2024); Innovative Work Behavior Scale developed by De Jong and Den Hartog (2010); Turnover Intention scale developed by Mobley et al. (1978) and Organizational Culture Scale developed by Denison (1990). The following Figure 1 shows the research model of the study:

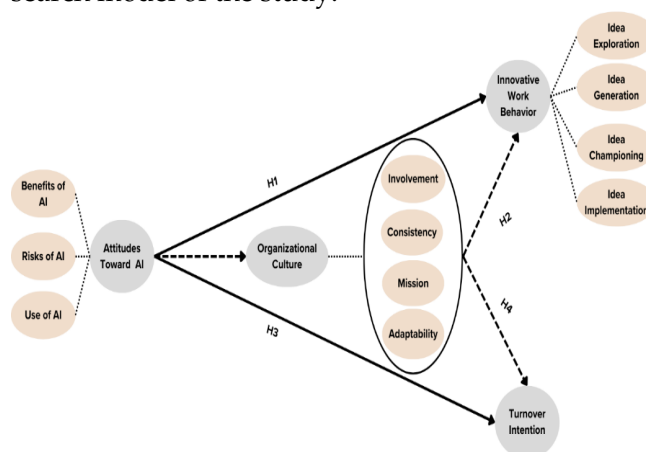


Figure 1. Research model

Artificial Intelligence Attitude Scale: The scale consists of 13 items in total. Scale includes items such as “I think artificial intelligence is an important development” and “I think artificial intelligence makes people’s lives easier”. Responses are given on a 5-point Likert scale (1: strongly disagree, 5: strongly agree).

Innovative Work Behavior Scale: The scale consists of a total of 10 items. The scale includes items such as “I pay attention to issues that are not part of my daily work” and “I research new working methods, techniques and tools”. Responses are given on a 5-point Likert scale (1: never, 5: always).

Turnover Intention Scale: The questions in the scale, which consists of a total of 3 items, are as follows; “I often consider leaving my current job”, “I am actively seeking employment with other companies” and “I will probably quit my job soon”. Responses are given on a 5-point Likert scale (1: strongly disagree, 5: strongly agree).

Organizational Culture Scale: The scale consists of a total of 36 items. The scale includes questions such as “The majority of employees are integrated with their work” and “Employees are given the necessary authority to plan their own work”. Responses are given on a 5-point Likert scale (1: strongly disagree, 5: strongly agree).

As of October 2024, the number of employees working in the Turkish technology sector was determined as 292,712 (Oruç, 2024). As a result of the sample calculation using a 95 percent reliability rate and a 5 percent margin of error rate, it was concluded that 384 people should participate in the research. This number is the minimum number of participants to participate in the research, and a total of 500 surveys were sent and 402 surveys were collected. Accordingly, the number of participants participating in the research was 402. The research was conducted in Istanbul, Turkey, and the surveys were sent and collected via LinkedIn.

Reliability tests were first conducted in the research. Then, correlation and regression analyses were performed to observe the associations concerning the variables. Here, first, the effect of Artificial Intelligence Attitude on Innovative Work Behavior and then the effect of Artificial Intelligence Attitude on Turnover Intention were examined. Finally, the mediating role of organizational culture

between Artificial Intelligence Attitude and Innovative Behavior and Turnover Intention were examined.

Analysis

According to the research results, 46,5% of the participants were female and 53,5% were male. The ages of the participants ranged from 22 to 54, with an average age of approximately 38. 51,8% of the participants were married and 48,2% were single. In terms of education level, most of the participants had a bachelor’s degree (53,5%), followed by master’s degree (34,1%) and doctoral degree (12,4%).

The analysis of the survey data was carried out using the SPSS 27 and Amos 24 programs. Initially, a normality test was performed for the data and then reliability analyzes of the scales in the survey were performed.

Since the number of observations was more than 30, the Kolmogorov-Smirnov test was preferred for the normality test (Field, 2018). As a result of the normality test, it was determined that the scores given by 402 participants to the artificial intelligence attitude scale ($p = ,184$), innovative work behavior scale ($p = ,246$), turnover intention ($p = ,090$) and organizational culture ($p = ,310$) scales met the normal distribution condition ($p > ,05$). These results show that the data are suitable for parametric tests. The reliability coefficients for the scales and the values regarding the suitability of the data structure for factor analysis are given in Table 1.

Table 1. Reliability and factor analysis of the scales

Scales	Cronbach Alpha (α)	KMO	Bartlett’s P	Total Variance Explained (%)
AI Attitude	,858	,818	,000	54,877
Innovative Work Behavior	,819	,924	,000	61,282
Turnover Intention	,917	,871	,000	72,372
Organizational Culture	,804	,918	,000	60,273

Cronbach Alpha (α) coefficients showing the internal consistency of the scales were above ,80 for

all scales, indicating that the scales were highly reliable. KMO (Kaiser-Meyer-Olkin) values showing the adequacy of the sample were also above 0,80, indicating a very good level. Bartlett's test was found to be significant in all scales ($p < ,001$) and their suitability for factor analysis was confirmed. The total variance ratios explained were at a satisfactory level in terms of the construct validity of the scales. These results reveal that all scales used were statistically strong, valid and reliable measurement tools. According to the factor analysis results, the AI attitude scale consists of 3 sub-dimensions (benefits of AI, risks of AI and use of AI); the innovative work behavior scale consists of 4 sub-dimensions (idea exploration, idea generation, idea championing and idea implementation) and the organizational culture scale consists of 4 sub-dimensions (involvement, consistency, mission and adaptability). Turnover intention scale has a single-factor structure. The mean values and reliability coefficients of the sub-dimensions of the scales are shown in Table 2.

Table 2. Descriptive statistics and reliability analysis

Scales	Sub-dimensions	Mean (X)	Std. Dev.	Alpha (α)
AI attitude	Benefits of AI	4,01	0,467	,847
	Risks of AI	2,48	0,695	,832
	Use of AI	4,06	0,568	,895
Innovative work behavior	Idea Exploration	4,01	0,599	,802
	Idea Generation	4,02	0,569	,826
	Idea Championing	4,04	0,661	,846
	Idea Implementation	4,06	0,666	,805
Turnover intention	Turnover intention	2,46	0,852	,917
Organizational culture	Involvement	3,53	0,658	,801
	Consistency	3,26	0,588	,792
	Mission	3,55	0,501	,835
	Adaptability	3,69	0,484	,789

Table 2 shows the mean and standard deviation values of the sub-dimensions of the scales used in the study. When the sub-dimensions of the artificial intelligence attitude scale are examined, it is seen that the participants' perceptions of the benefits of artificial intelligence are high ($X=4,01$), whereas their risk perceptions remain relatively low ($X=2,48$) and their level of artificial intelligence use is quite high ($X=4,06$). In the sub-dimensions

of innovative work behavior, high means are striking in all areas, with the highest means observed in the sub-dimensions of implementing ideas ($X=4,06$) and defending ideas ($X=4,04$). The level of intention to leave the job was found to be relatively low with an average of 2,46. This result shows that the participants generally tend to continue their current jobs. When the dimensions of organizational culture are examined, it is seen that the highest average is in the adaptation dimension ($X=3,69$), which is related to openness to change and flexibility, and the lowest average is in the consistency dimension ($X=3,26$), which is related to internal values and structural consistency. These results show that the participants perceive the organizational culture positively in general, but they think that there are aspects open to development in some structural areas.

Correlation analysis

Pearson correlation analysis was conducted to examine the general relationship between the AI attitude scale and its sub-dimensions and the innovative work behaviors scale (including its sub-dimensions) and turnover intention. According to the correlation analysis results in Table 3, the attitude towards the benefits of AI was found to be statistically significantly and positively correlated with idea exploration ($r = ,753$), idea generation ($r = ,763$), idea championing ($r = ,103$) and idea implementation ($r = ,324$) sub-dimensions of innovative work behaviors. Similarly, the level of AI usage also showed quite strong and statistically significant correlations with idea championing ($r = ,834$) and idea implementation ($r = ,853$) sub-dimensions. On the other hand, the perception of the risks of AI showed a quite high positive correlation with turnover intention ($r = ,813$). According to this result, it is understood that as risk perception increases, turnover intention also increases. All these findings indicate that employees' positive perception of AI supports their innovative behaviors. On the other hand, it reveals that risk perception may increase the tendency to leave the job.

Table 3. Pearson correlation between AI attitude, innovative work behavior and turnover intention

	Benefits of AI	Risks of AI	Use of AI	Total AI Attitude	IE	IG	IC	II	Total IWB	TI
Benefits of AI	1									
Risks of AI	,063	1								
Use of AI	,102*	,162**	1							
Total AI Attitude	,509**	,732**	,652**	1						
IE	,753**	,028	,080	,373**	1					
IG	,763**	,103*	,059	,413**	,596**	1				
IC	,103*	,132**	,834**	,550**	,087	,093	1			
II	,324*	,116*	,853**	,549**	,107*	,030	,718**	1		
Total IWB	,605**	,142**	,711**	,703**	,632**	,597**	,737**	,724**	1	
TI	,031	,813**	,092	,566**	,015	,067	,077	,069	,594**	1

Note: *Correlation is significant at the 0,05 level (2-tailed). **Correlation is significant at the 0,01 level (2-tailed). IE: idea exploration, IG: idea generation, IC: idea championing, II: idea implementation, Total IWB: Total Innovative Work Behavior, TI: turnover intention

,023) are at a good level. Direct effects according to the structural equation model are given in Table 4.

Structural equation modeling results

Table 4. Structural equation modeling results

Direct Effects					
Dependent Variable	Independent Variable	St. β	St. Er	R ²	p
Idea Exploration	← Benefits of AI	,450	,179	,567	<,001**
Idea Exploration	← Risks of AI	-,212	,109		,538
Idea Exploration	← Use of AI	,440	,032		,082
Idea Generation	← Benefits of AI	,433	,075	,486	<,001**
Idea Generation	← Risks of AI	,334	,129		,040*
Idea Generation	← Use of AI	-,127	,234		,385
Idea Championing	← Benefits of AI	,313	,024	,695	,495
Idea Championing	← Risks of AI	-,124	,056		,888
Idea Championing	← Use of AI	,569	,024		<,001**
Idea Implementation	← Benefits of AI	,245	,080	,528	,009*
Idea Implementation	← Risks of AI	,535	,203		,373
Idea Implementation	← Use of AI	,485	,102		<,001**
Turnover Intention	← Benefits of AI	-,234	,023	,663	,564
Turnover Intention	← Risks of AI	,499	,035		<,001**
Turnover Intention	← Use of AI	-,330	,056		,188
Turnover Intention	← Total AI Attitude	,472	,023	,634	<,001**
Total Innovative Work Behavior	← Total AI Attitude	,547	,054	,578	<,001**

First of all, model fit indices are examined to evaluate how well the structural equation model fits the data. A CMIN/df value below 5, absolute fit indices of AGFI and GFI greater than 0,90, comparative fit indices such as NFI and CFI greater than 0,90, and an RMSEA value representing the approximate error rate less than 0,08 indicate that the model has an acceptable and strong fit (Gürbüz, 2024).

According to these criteria, it is understood that the model fit goodness values (CMIN/df: 2,344; AGFI: ,942; GFI: ,931; NFI: ,944; CFI: ,902; RMSEA:

Attitude towards the benefits of AI has statistically significant and positive effects especially on idea exploration ($\beta = ,450$), idea generation ($\beta = ,433$), and idea implementation ($\beta = ,245$). However, it has no significant effect on idea championing. In contrast, AI usage level has strong and significant effects especially on idea championing ($\beta = ,569$) and idea implementation ($\beta = ,485$). AI risk perception has a weakly significant positive effect only on idea generation ($\beta = ,334$); its effect on other innovation dimensions is not significant. When evaluated in terms of turnover intention, AI risk

perception has a strong and positive effect on this intention ($\beta = ,499$). This result shows that employees' perception of AI as a threat may increase their turnover intention. On the other hand, the total AI attitude score has significant and positive effects on both the turnover intention ($\beta = ,472$) and the total innovative work behavior ($\beta = ,547$).

From these results, it is understood that positive attitudes towards AI support the innovative behaviors of employees, while risk perception may increase the tendency to leave the job. Based on these results H1 and H3 were accepted.

Mediation analyses were conducted using the bootstrapping method to determine the mediating role of organizational culture in the effect of AI attitude on innovative work behaviors and turnover intention.

Table 5. Mediation analysis

	St. In- direct effect (β)	p	Bootstrap (Lower Bounds/ Upper Bounds) %95 Confidence Interval
IWB $\leftarrow$ Involvement $\leftarrow$ AI attitude	,310	<,001 **	,140 / ,390
IWB $\leftarrow$ Consistency $\leftarrow$ AI attitude	,162	,002*	,065 / ,245
IWB $\leftarrow$ Mission $\leftarrow$ AI attitude	,183	,004*	,098 / ,260
IWB $\leftarrow$ Adaptability $\leftarrow$ AI attitude	,435	<,001 **	,160 / ,405
TI $\leftarrow$ Involvement $\leftarrow$ AI attitude	-,122	,010*	-,200 / -,045
TI $\leftarrow$ Consistency $\leftarrow$ AI attitude	-,450	,004*	-,540 / -,070
TI $\leftarrow$ Mission $\leftarrow$ AI attitude	-,105	,028*	-,190 / -,015
TI $\leftarrow$ Adaptability $\leftarrow$ AI attitude	-,417	<,001 **	-,450 / -,095

Note: IWB: innovative work behavior, TI: turnover intention

Mediation analysis results reveal that sub-dimensions of organizational culture play a significant mediating role in the effect of attitudes towards AI on innovative work behavior and turnover intention (Table 5). The strongest indirect effect on innovative work behavior occurred through adaptability ($\beta = ,435$) and involvement ($\beta = ,310$) dimensions, followed by mission ($\beta = ,183$) and consistency ($\beta = ,162$), respectively. These findings show that employees' positive perceptions of AI, when supported by values such as flexibility and

participation in the organizational culture, reveal more innovative behaviors. Similarly, the strongest indirect effects on turnover intention were observed through adaptability ($\beta = -,417$) and consistency ($\beta = -,450$), indicating that positive AI attitudes supported by a strong cultural structure reduce the tendency to leave the job. The fact that all indirect effects are statistically significant (significance at 95% confidence level) indicates that organizational culture plays an important mediating role in the effect of attitude towards AI on innovative work behavior and turnover intention. Based on these results H2 and H4 are accepted.

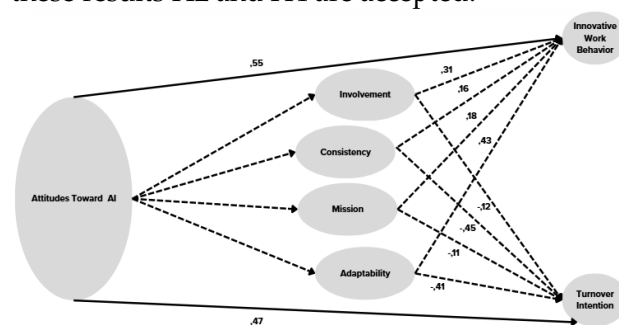


Figure 2. Structural equation model

Discussion and Conclusion

The research findings show that individuals working in the IT sector have a very high perception of the benefits of artificial intelligence, widespread use, and relatively low risk perceptions. This situation reveals that employees are open to technological innovations and adopt artificial intelligence as a supportive element in their business processes. This corresponds with prior findings that viewing AI as a useful, productivity-enhancing tool encourages proactive innovation. For example, Zhang et al. (2025) found that greater AI usage by employees is positively associated with higher innovation in the workplace. Similarly, Khanfar et al. (2025) emphasize that individual perceptions such as trust in or anxiety about AI shape adoption behavior, supporting this study's result that favorable perceptions of AI promote innovative actions. In line with this, Dong et al. (2025) propose a dual-path model wherein AI, if perceived as a beneficial challenge, can facilitate innovative behavior. This study's findings indicated that employees who saw AI as an opportunity tended to engage in more innovation however. with one exception: a positive

attitude had no significant effect on the “idea championing” dimension of innovation. This minor divergence suggests that merely perceiving AI as beneficial may not be enough to make employees vigorous champions of AI-related ideas. Factors like organizational support or personal influence might be needed to push employees to advocate and rally others behind those innovations. Overall, however, the positive link between AI attitudes and innovative work behavior in this study strongly aligns with the literature’s consensus that openness to technology fosters employee innovation.

In general, the findings of this study suggest that a cultural climate that is open to innovation, embraces technology, and supports employee commitment prevails in the IT sector. However, increasing internal consistency in institutional processes can help strengthen employee satisfaction and sustainability.

The correlation and regression analyses reveal that positive attitudes towards the benefits of artificial intelligence have significant and positive relationships with the sub-dimensions of innovative work behaviors, especially idea exploration, idea generation, and idea implementation. However, the relationship with the idea championing dimension remained quite weak. On the contrary, in this study it was found that perceived risks of AI had only a weak positive effect on one aspect of innovation which is idea generation and no significant impact on other innovation dimensions. This outcome is interesting however; it is consistent with Dong et al. (2025). In fact, their dual-path perspective suggests that if AI is viewed as a threat, it can hinder innovation, whereas seeing it as a challenge can spur creative efforts. In this study’s case, risk perceptions did not broadly stifle innovation, implying that IT employees might be framing certain AI-related challenges as problems to solve. On the other hand, the lack of a strong negative effect of AI risk on overall innovative behavior differs from what classical threat-rigidity theory would predict. For instance, Wynen et al. (2019) found that heightened uncertainty in organizations led to more risk-averse climates and suppressed innovation among public sector employees. In contrast, this study’s

IT-sector sample did not exhibit such a strong rigidity effect, perceived threats from AI did not significantly depress innovative behaviors beyond that minor uptick in idea generation. This difference could be due to the dynamic tech-centric culture of this study’s sample, where employees may cope with perceived threats by innovating adaptively. It suggests that while literature warns that fear can inhibit innovation, this study’s findings indicate context matters. In fact, in a fast-paced IT environment, moderate concern about AI might actually provoke employees to think of new ideas, rather than withdraw from innovation entirely.

A key finding of this study is that employees who perceive AI as a risk have significantly higher turnover intentions ($\beta = 0.499$). In other words, seeing AI as a threat to one’s job strongly correlates with thinking about quitting. This result is firmly in line with prior research. Ince et al. (2021) noted that in sectors where jobs feel threatened by new technology, employees adopt a cautious stance toward AI. This study’s findings extend this caution to an increased desire to leave the organization when AI anxiety runs high. More broadly, it echoes the logic of the Theory of Planned Behavior, which posits that negative attitudes toward an entity, here, AI at work, can create an intention to perform a related behavior, in here, quitting the job. Basically, employees who harbored greater AI-related fears were more inclined to consider quitting. This aligns with Khanfar et al. (2025), who identified anxiety and distrust in AI as factors that can drive resistance and negative workplace outcomes.

Mediation analyses show that sub-dimensions of organizational culture play a significant mediating role in the effects of employees’ attitudes toward AI on innovative work behaviors and turnover intentions. The strongest indirect effects on innovative work behavior were realized through the dimensions of adaptability ($\beta = .435$) and involvement ($\beta = .310$), followed by mission ($\beta = .183$) and consistency ($\beta = .162$), respectively. These findings show that employees’ positive attitudes toward AI translate into higher levels of innovative behaviors when supported by cultural values such as flexibility, participation, and open communication. Considering the dynamic and rapidly changing struc-

ture of the IT sector, it is seen that technological adaptation is shaped not only by individual perceptions but also by the cultural environment (van der Baan et al., 2025).

Mediation analyses also showed that positive AI attitudes create indirect effects on decreasing intention to leave, especially through the dimensions of adaptability ($\beta = -.417$) and consistency ($\beta = -.450$). The fact that all indirect effects are significant at the 95% confidence level clearly demonstrates that organizational culture plays an important mediating role in the effect of attitudes towards AI on employee behavior. In this context, not only individual perceptions but also the provision of a flexible and consistent cultural environment that inspires confidence in employees in technological transformation processes stand out as a strategic necessity. The findings are also in line with the literature. Chang et al. (2024) suggest that fair and supportive organizational environments improve employees' psychological attachment to the organization and thereby decrease their intention to leave the organization. In addition, Li et al. (2024) also revealed that organizational culture also has an effect on intention to leave, and they stated that hierarchical organizational culture significantly increases intention to leave, whereas rational and development-oriented cultures reduce intention to leave.

The analysis results support the approach (Özkaynar, 2024) that attitudes consist of three basic elements: cognitive, emotional, and behavioral. The findings reveal that positive attitudes towards the benefits of artificial intelligence create significant effects on both innovative work behaviors and reduce intention to leave. This shows that employees cognitively evaluate artificial intelligence as a productivity-enhancing element (e.g.: "AI makes my job easier"), emotionally develop positive feelings towards this technology (e.g.: excitement and hope), and behaviorally show a strong tendency to use AI-based tools. In particular, the fact that the level of AI usage shows strong relationships with the idea leadership and implementation sub-dimensions of innovative work behaviors can be considered a direct reflection of the behavioral attitude. Similarly, the association of

the belief in the benefits of AI with cognitive activities such as idea discovery and generation suggests that employees adopt AI as a rational and functional tool. The emotional dimension, on the other hand, indirectly exhibits itself as a positive attitude. This helps in reducing the intention to leave the job. This indicates that employees develop a positive emotional commitment to the organization and change processes. In addition, the fact that organizational culture dimensions play a mediating role in these relationships shows that employees' individual attitudes are shaped not only individually but also in the cultural context. Flexible, participatory and consistent cultural structures increase emotional trust and behavioral acceptance towards technological tools that are cognitively meaningful.

As a result, the analysis reveals that the three-dimensional structure of attitude (cognitive, emotional and behavioral) is a fundamental determinant in artificial intelligence integration processes in terms of both individual innovation and institutional commitment among the employees.

However, it is important to consider how these dynamics might play out differently in other industries. Sectoral context can significantly moderate the relationships between AI attitudes, innovative behavior, and turnover intention. The IT industry is generally characterized by rapid technological change, a flexible culture, and employees who are relatively open to new tools – conditions under which positive AI attitudes readily translate into innovation and, as we saw, only strong AI-related fears lead to turnover intent. In more traditional or heavily regulated sectors, however, these relationships may differ in strength or direction. For example, in healthcare, where caution and hierarchy dominate, even employees with positive attitudes may hesitate to innovate without a culture that supports experimentation. Fear of AI-induced errors or loss of professional autonomy may elevate turnover intention unless a developmental culture is in place. Similarly, in finance, a strong focus on regulation and risk management may weaken the link between AI optimism and innovation, unless leadership actively cultivates a supportive, innovation-friendly climate. Education, on the other hand, is marked by slower tech adoption

and traditional norms, even when teachers view AI as beneficial, conservative institutional culture and lack of infrastructure may hinder innovative behaviors. In all cases, as Almeida et al. (2024) suggest, the presence of a flexible, empowering culture is crucial for translating AI attitudes into positive organizational outcomes.

Limitations and Future Research Suggestions

In this study, a structured survey was used to get information from the participants. Therefore, the results do not give information about underlying reasons for the effect of attitudes toward artificial intelligence on innovative work behavior and turnover intention. However, further qualitative research can be conducted to get more insight into the issue.

In this study, the research sample was limited to the IT sector in Istanbul, which may limit generalizability. Participants were 402 technology employees in a single metropolitan region. This context likely has a dynamic, innovation-oriented culture, as evidenced by the high openness to change and flexibility observed in the sample. Results should therefore be interpreted with caution outside similar environments. In other words, other sectors or regions with different cultural and technological climates might yield different outcomes. The focus on Istanbul IT employees who were anticipated to view AI as a job risk in this context means the findings may not apply directly to, for example, more traditional industries or other geographic areas.

Therefore, cross-cultural studies which could compare how attitudes toward AI affect outcomes in different countries or cultural contexts can be conducted since perceptions of AI's risks and benefits vary significantly across cultures. Such studies would address whether the relationships observed here hold true in societies with different technology narratives. Finally, future studies might explore additional mediators or moderators. For instance, leadership is a promising factor and thus, the effect of the leadership between AI attitude and turnover intention and innovative work behavior can be examined to understand its effect between examined issues in this study.

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