

Article

The relationship between employees' negative artificial intelligence attitude and individual work performance: The moderating role of organizational support

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Abstract: *Purpose* - The research aims to determine the moderating role of organizational support (supervisor and colleague support) in the relationship between employees' negative AI attitudes and individual work performance. *Design/methodology/approach* - Since the research aimed to determine the existence of co-variation among the variables, the relational screening model was preferred. Data were collected by questionnaire. The research model was tested on the data obtained from 573 participants. *Findings* - The effect of employees' negative AI attitude on the task performance is prevented by the colleague support rather than the supervisor support. If employees have a negative attitude towards AI, contextual performance is negatively affected, even if supervisor or colleague support is provided. However, supervisor support showed only a tentative buffering pattern in this relationship, as the interaction effect did not reach statistical significance at the conventional 5% level. Finally, both supervisor support and colleague support prevent negative attitudes of employees from turning into counterproductive work behavior, but supervisor support is more effective. *Originality/value* - Although there are comprehensive studies in the literature on each of the research variables, no study was found that examined employees' negative AI attitude, organizational support perceptions, and individual job performance variables together. In this context, the research is valuable because it provides findings that can fill the existing gap in the literature. *Research Limitations/implications* - The research could not be carried out on a homogeneous sample group. At the same time, the research reflects the perspective of a single culture (Turkish Culture). For more realistic findings, comparative studies with sample groups from different cultures are required. *Practical implications* - This research proposes specific solutions in the context of supervisor support and colleague support on how to prevent the negative reflection of technological developments on organizational atmosphere and individual work performance.

Keywords: Negative AI Attitude; Individual Work Performance; Task Performance, Contextual Performance, Counterproductive Work Behavior; Organizational Support; Supervisor Support, Colleague Support.

1. Introduction

The emergence of machines supported by rapidly developments in artificial intelligence (henceforth referred to as AI) technologies (Syam & Sharma, 2018) has strongly affected almost all sectors (Li et al., 2019) and even started to dominate in many sectors these days as we approach the end of Industry 4.0 (Mikalef & Gupta, 2021).

The effects of artificial intelligence, which refers to advanced intelligent computer programs that imitate human behaviors and help people in different tasks (Scott et al., 2021), or that can take the place of people in business life, on employees is a much-debated issue (Li et al., 2019). It is necessary to increase the knowledge of how employees perceive these technological developments regarding their works and careers and how they prepare for these potential changes (Brougham & Haar, 2018). In the literature, it is seen that although AI has some positive results such as increasing work efficiency, there are findings that it can cause anxiety and negative attitudes (NA) in employees (Agogo and Hess, 2018). It is also said that some employees are unwilling to accept these technological developments and develop fear-oriented attitudes (Lichtenthaler, 2020). Therefore, examining the effects of organizational support on changing the attitudes of AI at the point of improving the individual work performance of employees can be seen as a very critical issue.

When the studies in the literature are examined, it is seen that comprehensive studies have been conducted on each of the variables that are the subject of this research. However, no study has been found that examines employees' negative artificial intelligence attitudes (NAIA), organizational support (OS) perceptions and individual work performance variables. To fill the current gap in the literature, the relationship between employees' NAIA and individual work performances and the moderating role of OS in this relationship were examined.

In this context, the research seeks to answer four key questions: 1) "Do employees' NA towards AI have an impact on their individual work performance?", 2) "Do employees' NA towards AI have an impact on their OS perceptions?", 3) "Do employees' OS perceptions have an impact on their individual work performance?" and 4) "Does OS play a moderating role in the relationship between employees' NA towards artificial intelligence and individual work performance?" The primary rationale guiding the researchers towards these four questions is to identify certain internal organizational dynamics that may reduce or eliminate the negative impact of negative AI perceptions on various dimensions of individual work performance (task performance, contextual performance and counterproductive work behaviors. In this context, taking into account the significant effects of NA towards new technologies on work performance among employees (Teng et al., 2023), types of OS such as supervisor support and colleague support have been examined as organizational dynamics that can mitigate this negative impact (Sepdunha et al., 2023). By doing so, the study aims to develop a deeper understanding of how AI is perceived in the workplace and how these perceptions reflect on performance, while also uncovering important insights into how OS, which plays a critical role in coping with challenges encountered in the workplace, affects the reflection of NA towards specific technologies like AI on individual work performance (whether it mitigates or prevents it).

In the literature, there are various studies indicating that OS reduces employees' NA in the workplace. This is also seen to be valid in the context of artificial intelligence usage and work performance. For instance, Vasiljeva et al. (2021) emphasize that employees' NA towards AI can be changed through training and support provided by upper management, and that this support can positively contribute to their work performance. Similarly, Cao et al. (2021) state that the guidance and resources provided by managers are critical in employees' adoption of AI and that this support can reduce the impact of NA. Rousseau et al. (2009) also argue that CS acts as an effective buffer in reducing negative perceptions in the workplace and influences employees' performance. Therefore, whether through formal processes (supervisor support) or more natural processes (colleague support), it can be said that OS may

play a role in reducing NA towards AI, which in turn could enhance employees' individual performance.

The theoretical framework integrates technology acceptance perspectives with Social Exchange Theory. The Technology Acceptance Model and UTAUT explain how perceived usefulness, ease of use, social influence, and facilitating conditions shape employees' attitudes toward technology (Davis, 1989; Venkatesh et al., 2003). Social Exchange Theory explains how support received from supervisors and colleagues may encourage employees to respond with more constructive workplace behaviors (Emerson, 1976). Together, these perspectives provide the basis for examining whether support from different organizational sources can buffer the performance-related consequences of negative AI attitudes.

2. Literature Review

2.1. Negative Artificial Intelligent Attitude (NAIA)

Today, organizations are gradually adopting and benefiting from new technologies, such as AI to increase their performance and reduce their costs to be more competitive (Vasiljeva et al., 2021). Intelligent machines used in this context fundamentally change the relationship between humans and machine (Reez, 2021). On the other hand, the use of AI technologies has always been controversial, especially as it is considered threatening at both the corporate and personal level due to the inherent concerns it raises among potential users and hinders their widespread acceptance (Breward et al., 2017). In a recent survey of 6,000 people in six different countries, some of them felt that AI would help improve work/life balance and help employees do more meaningful work. In addition, it was concluded that 70% of the respondents were afraid of AI and 25% believed that AI would take over the world. 31% of these respondents believe that robots will replace humans at work (Walker, 2017).

It is an important debate that people's attitudes towards AI play a large role in their acceptance of AI (Schepman and Rodway, 2020). Many researchers believe that employee attitudes play a key role in the adoption of new technologies and can strongly influence technology acceptance decisions (Lichtenthaler, 2020). At this point, the perceived ease of use and perceived usefulness factors discussed in the context of technology acceptance models are particularly noteworthy (Davis, 1989; Venkatesh et al., 2003). If employees seriously believe that the consequences of information technologies are negative, they will perceive these technologies as a threat. After the perceived threat, users will try to become motivated to avoid these threats as much as possible by taking protection measures or try to take protection measures to deal with it (Liang and Xue, 2009). An employee's attitude has the potential to affect his interaction with others and individual work performance. That is, attitude is a phenomenon that shapes the employee's reactions to others, including colleagues, supervisors, and customers. As a result, attitude also affects work performance; the way employees perceive work and their commitment to the organization (Gligorea, 2018). If the employee's attitude in the workplace is negative, there is a high probability that she/he will perform very poorly, even if she/he is the most talented employee. On the other hand, employees who are not talented but have a positive attitude may be superior to the most talented employees with a negative attitude in terms of performance. Organizations are increasingly realizing the importance of this issue and are spending more time and effort than ever before to create the best possible attitude among their employees.

The transformation driven by AI technologies brings with it a series of difficulties and some negativities regarding employees, as well as the opportunities it will provide (Nankervis et al., 2019). The excessive entry of this transformation into the personal work areas of the employees may lead to stress and social isolation, and undesirable results may occur (Nakrošienė et al., 2019). In addition, the uncontrolled use of AI for certain business functions may cause ethical problems (Walker, 2017). As the most obvious negative effects on employees' adoption of AI; serious changes arising from information security, data privacy and digital transformations, as well as job risk and sense of insecurity among employees draw attention. (Malik et al., 2022). Namely, because AI technologies create new business models, it can cause millions of people worldwide to lose or change their works. In addition, due to its wide spread use, employees may become dependent on these technologies and lose their opportunity to gain experience and even some of their previously acquired skills. These devastating effects cause employees to increase their anxiety and worry about the development of AI (Wang and Wang, 2019). These technologies can take over the employees' tasks causing the employees to feel unnecessary in the organization (Cao et al., 2021). There is a growing belief that AI applications can eventually make people lazy and impatient (Sayantani, 2021).

2.2. Organizational Support (OS)

Within the scope of the values that the institutions have, ensuring the prosperity of the employees and contributing to the employees are defined as perceived organizational support (Eisenberger et al., 1990). Organizational support (OS) examines employee attitudes contributing to the realization of an efficient relationship process between employees and organization (Chiang, 2012). OS is related to employees' perceptions of optimism about how much the organization cares about them and their beliefs about how much importance is given to employee welfare (Eisenberger et al., 1986). Although OS is discussed in different dimensions (such as fairness, supervisor support, organizational rewards and working conditions, socioemotional needs, human resource practices, employee's orientation toward the organization and work, employee performance) in the literature (Kurtessis et al., 2017). In this research, it was examined within the scope of Supervisor Support (SS) and Colleague Support (CS) dimensions, taking into account the conceptual framework and characteristics of the sample of this study.

2.2.1. Supervisor Support (SS)

Supervisor support is very important for the perception of organizational support because supervisors are the representatives of the organization in the eyes of the employees. In this respect, the support from the supervisor is perceived as the support of the organization for the employees (Eisenberger et al., 1986). It is seen that the performance, work satisfaction and organizational commitment of the employees are high in institutions with high supervisory support, they develop good relations with each other and they are sensitive to organizational problems (Viswesvaran et al., 1999). Supervisor support emerges as a type of social support within the workplace for employees and plays a key role in creating a positive workplace for employees (Erdeji, 2016). The supervisor cares about the opinions of his subordinates, cares about the happiness of his staff, and thinks about the goals and values of the employees (Eisenberger et al., 2002). It involves supervisors allocating time to their employees and providing the necessary materials and finances for the goods and services they produce (Bhanthumnavin, 2003). According to Guchait et

al. (2014), SS is the supervisor's individual coaching and guidance to his employees, helping employees perform their works. Another reflection of supervisor support is about providing the employees with the necessary information and instructions correctly (House et al., 1979). The fact that the supervisors are with the employees in times of need allows the employees to feel their supervisor and increase the sense of belonging to the institution (Erdeji, 2016). Given that supervisors deal with the personal problems of employees apart from work-related issues makes employees think that they and their private lives are valued in addition to the work they do. It improves the employee-supervisor relationship (Eisenberger, 2002). In addition that the supervisors try to make solutions that will support them by keeping the employees in the foreground, and they organize their management policies in this way, increases the loyalty of the employees to the supervisors (Nguyen and Tran, 2021). As a result, it is accepted as an indicator of supervisor support that supervisors value and respect employees and do their best to overcome the challenges they encounter in the working environment (Bhanthumnavin, 2003).

2.2.2. Colleague Support (CS)

In the business ecosystem where everyone interacts, employees' spending time and effort to solve each other's problems in business processes ensures this ecosystem work properly (Eisenberger et al., 1990). Given the problems experienced by the employees at work, it is seen that the support of the supervisor is not sufficient in some cases. At this point CS, usually in the form of sharing experiences, is more solution-oriented and comforting (Nguyen and Tran, 2021). The willingness of colleagues to listen to each other in work-related problems affects all behaviors in work processes. It is seen as the equivalent of social support in the working area (Bamberger, 2007). Colleague support covers the interaction between individuals within the same organization. In this context, individuals' understanding of whether or not they receive support from their colleagues in the work environment is reflected in their work-related behaviors in all processes (Mossholder et al., 2005). According to Ng and Sorensen (2008), CS is all about both the work and emotional support offered to the employee by her/his colleagues and includes the perception of support in the relations of individuals with similar positions in the same hierarchical plane in the workplace. CS is defined as the situation in which employees expect support from each other in matters including work-related issues and events outside the working environment (Tews et al., 2013). Scott and Bruce (1994) explained CS as co-workers' encouraging behaviors by sharing their knowledge and expertise. Colleague support acts as a buffer against negative factors in the working environment effectively reducing the perception of injustice in the working environment and alleviating its results (Rousseau et al., 2009).

2.3. Individual Work Performance (IWP)

Individual work performance (IWP) is defined as the level of achievement of the behavior of the employees in fulfilling the task to achieve the organizational goals and individual goals related to the work (Campbell, 1990). Individual work performance is discussed by Borman and Motowidlo (1993) under two main headings as task performance and contextual performance. In other studies in the literature, the performance of the employees is examined regarding their effectiveness and productivity, their adaptation to the work environment and their work satisfaction (Pulakos et al., 2000). It is discussed by Koopmans et al. (2014) as a three-dimensional construct: task performance, contextual performance and

counterproductive work behavior. In this research, IWP will be discussed within the scope of these dimensions.

2.3.1. Task Performance (TP)

Task performance is considered individuals' timely fulfillment of their primary or technical duties that are fundamental to their works (Campbell, 1990). Ion and Criveanu (2016) define this concept as the quantitative or qualitative evaluation of the situation achieved as due to the intended and planned activities. The efficiency and productivity levels of the employees while performing their tasks in the specified official work descriptions constitute their task performance (Landy & Conte, 2016). Koopmans et al. (2014) define TP as the achievement of the goals set in the work description of the employee through behaviors, such as planned work, efficient work, result-oriented work, prioritization and taking responsibility. In the context of task performance, it is essential that employees make the most optimal planning for their works (Goodman, 1999). However, the work must be done as planned (Campbell, 1990). In addition, it is critical for task performance that the employee distinguishes between basic and auxiliary subjects while doing her/his work (Landy & Conte, 2016).

2.3.2. Contextual Performance (CP)

While the behaviors envisaged in the organizations are generally determined in the work description, it is considered that the CP behaviors emerge as undefined and optional individual behaviors (Borman and Motowidlow, 1993). Edwards et al. (2008) states that contextual performance is realized within the framework of some activities that provide organizational, social and psychological support in contrast to task performance. Van Scotter and Motowidlo (1996) found that the main activities of CP are to help others, comply with rules and procedures while doing work, take the initiative in solving work-related problems, cooperate and find solutions to work-related problems with others, support colleagues voluntarily. It means that behaviors, such as being around, are formed around it. In some studies in the literature, there are findings that the employee's finding effective solutions to new problems related to her/his work and continuing to search for new challenges related to her work affect contextual performance (Goodman, 1999). In addition, actively participating in business meetings is interpreted as behavior within the context of contextual performance (Borman & Motowidlow, 1993).

2.3.3. Counterproductive Work Behaviour (CWB)

In the literature, CWB is generally defined as the conscious and willing behavior of employees exhibiting types of behavior that are not in line with the interests of the organization (Robbins and Judge, 2017). This type of counterproductive work behavior is interpreted as a waste of work time and work resources for the organization, or it can go further and appear as harmful behaviors that involve violence against other employees or criminal sanctions against the organization (Neuman & Baron, 1998). Examples of counter productive work behaviors include not going to work, going to work late, being busy with other things at work, stealing and being addicted to drugs (Koopmans et al., 2014). In some studies in the literature, as an anti-productive work behavior, employees complain about unimportant issues related to their work (Pearce and Giacalone, 2003), make work-related problems bigger than they are, and focus on the negative aspects of work-related situations instead of the positive aspects (Robbins and Judge, 2017) are observed. In addition, employees who exhibit counterproductive work behavior also talk about the negative

aspects of their works with colleagues or people outside the organization (Koopmans et al., 2014).

2.4. Research Model and Hypotheses

The research model was designed on 3 main variables (negative artificial intelligence attitude, organizational support and individual work performance) and 5 sub-dimensions. Details about the research model, hypotheses and variables are shown in **Figure 1**. To form the conceptual model and hypotheses of this research, two basic approaches (literature findings and researchers' observations on employees' behaviors) were used.

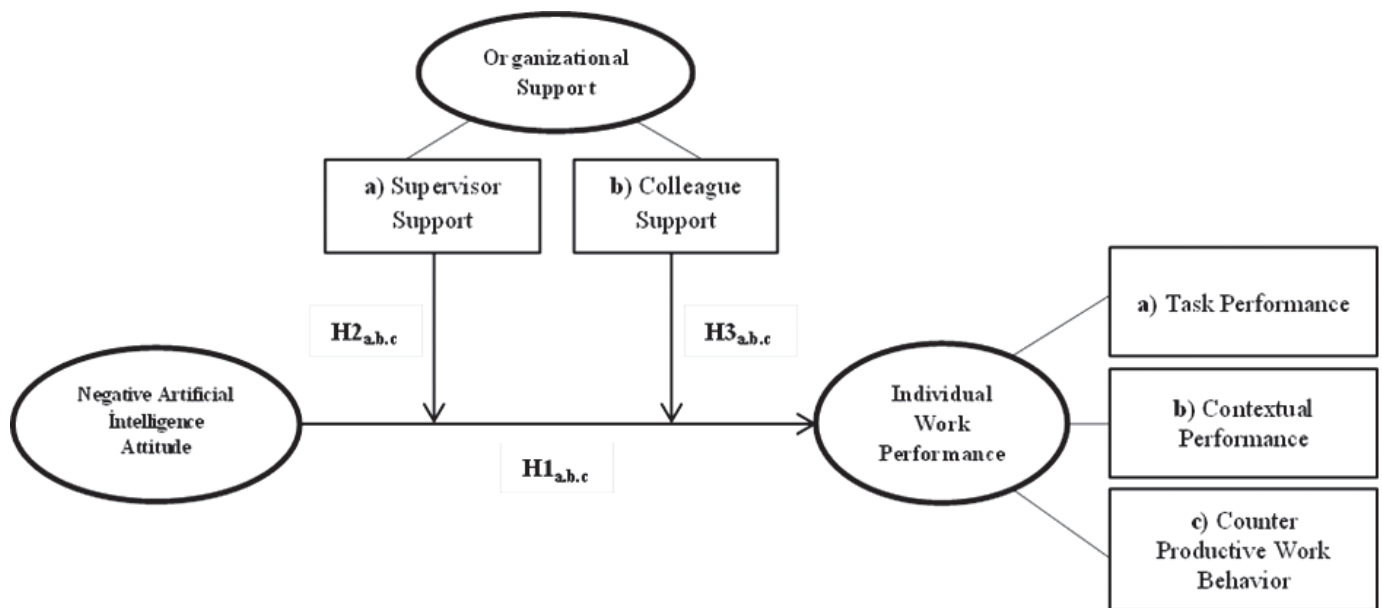


Figure 1. Research Model

2.4.1. Literature Findings

In the literature review, some findings have been reached that NAIA will have a negative reflection on employee performance. For example, the study by Prentice et al. (2020) reveals that AI has a negative effect on the work performances of employees with high emotional intelligence and limits productivity. According to Hornung and Smolnik (2022), if employees have feelings of anxiety, dissatisfaction and disappointment towards artificial intelligence, this limits their use of AI systems and employees have problems developing working skills and achieving the desired performance. On the other hand, there is a significant relationship between the perception of organizational support and work performance (Guan et al., 2014). Wayne et al. (1997) found that perceived organizational support positively affects employee performance. Rousseau et al. (2009) revealed that colleague support is effective in reducing the perception of injustice in the work environment and alleviating its consequences. Jensen et al. (2010) state that organizational policies have a limited effect on reducing counterproductive work behavior. In another study, the findings showed that OS was positively related to knowledge sharing, motivation, procedural justice and promotion variables in the work environment (Tsai et al., 2015).

2.4.2. Contextual Observations Informing Hypothesis Development

Company Y, which carries out its activities in the X sector, decided to digitize its current business model by 50% in 2021 and started some institutional adaptation

processes. The observations of the researchers regarding this process are as follows. As a result of the observation made by the researchers in the Y company, it was noticed that some of the employees exhibited negative attitudes towards the process after the digitalization decision. It was observed that employees who developed negative attitudes about the process are afraid of AI, avoid learning AI and feel uncomfortable when using artificial intelligence. Although these employees thought that AI would take their works and hinder their development, they stated that AI made them feel inadequate. In addition, employees with negative attitudes argued that AI is worrying, unnecessary, risky, and blunts their knowledge and skills. As a result of this reaction of the employees in Y company, many processes and application-based decisions regarding adaptation were taken. Within the scope of increasing supervisor support, practical decisions, such as encouraging the employees to use artificial intelligence, encouraging them, talking about the benefits of using artificial intelligence, being there when they need them, valuing their ideas, creating an environment where they feel comfortable sharing their work and personal problems. Simultaneously, to increase colleague support, practices aimed to improve relations with colleagues, carrying out activities outside of work and establishing social groups for common purposes were included in the process. In this way, it has been tried to ensure that colleagues are willing to listen to each other, understand, help each other and share their experiences and solutions with each other.

The observations presented in this section were used as contextual input during the development of the research model and hypotheses. They were not treated as an independent qualitative dataset and were not included in the statistical analyses. The observations focused on employees' reactions during an organizational digitalization process and on the support practices introduced by supervisors and colleagues. Their purpose was to identify potentially relevant workplace mechanisms that could subsequently be examined through the quantitative research model.

With the implementation of these practices for the adaptation process, some changes have been observed in the behavioral tendencies of the employees. Positive changes were observed in the work-related attitudes and behavioral tendencies of employees who initially held negative attitudes toward AI. Likewise, the changes in the individual performances of the employees were also monitored. In this context, while there were positive changes in the task performance and contextual performance of the employees whose AI attitudes turned positive, there were also changes in the form of a decrease in their counterproductive work behaviors. With this change, the employees have performed their work well with the least time and effort, have taken extra responsibilities regarding their work and tried to find impressive and new solutions to the new problems that have arisen. At the same time, it has been observed that employees focus on the positive aspects of their work rather than the negative aspects and stop complaining about unimportant work-related issues.

In summary, observations conducted by researchers in this company were carried out in four phases: 1) The initiation of the implementation of the digitization decision, 2) Some employees exhibited negative attitudes towards the process, 3) The company responded to this reaction by making a number of adaptation-related decisions and introducing application-based measures (increasing supervisor and colleague support) and 4) Behavioral tendencies among employees changed after the implementation of these adaptation measures. The observations were used to identify contextually relevant mechanisms and to inform the formulation of the hypotheses rather than to confirm the hypotheses themselves. In this context, by observing the behaviors of employees

during the integration of AI into work processes, the direct effects of this technology on individual work performance were evaluated, while also attempting to understand how employees' NA towards AI were influenced by the support received from their managers and colleagues. The observations suggested that supervisor support, through guidance and resource provision, and colleague support, through knowledge sharing and emotional assistance, may help employees cope with concerns related to AI adoption. In this regard, the observations aimed to assess how employees' resistance to AI can be managed and to what extent OS can moderate this resistance.

Taken together, the literature findings and contextual observations provided the conceptual basis for proposing that negative AI attitude may adversely relate to individual work performance and that supervisor support and colleague support may condition these relationships. Accordingly, the following hypotheses were developed. Based on both these literature findings and the observations of the researchers, the research hypotheses were formed as follows.

H1_{a,b,c}: As NAIA increases, a)TP and b)CP decrease, and c)CWB increases.

H2_{a,b}: As SS increases, the negative effect of NAIA on a)TP and b)CP decreases.

H2_c: As SS increases, the positive relationship between NAIA and CWB decreases.

H3_{a,b}: As CS increases, the negative effect of NAIA on a)TP and b)CP decreases.

H3_c: As CS increases, the positive relationship between NAIA and CWB decreases.

3. Methodology

3.1. Population and Sample

The population of the research consists of employees from various sectors who use AI in their work at different rates. Since the research population is very large and it is impossible to reach the whole population, the "convenience sampling" method was determined as the most appropriate method for reaching the target group in terms of both cost and time. In the current situation, it does not seem possible to know the exact number of employees in the research population. In the literature, it is recommended to use some formulas to create a sample in cases where the number of population is uncertain. Assuming that each formulation has some field-based features, the sample size determination formula developed by Sekaran (2003) was used to determine the sample size in this study. According to this formulation, the population size is 1.000.000 people; with a 95% confidence interval and a 5% margin of error, the required sample lower limit was determined as 384. As with any sampling method, there are some weaknesses associated with the sampling method chosen for this research. The most significant limitation of the convenience sampling method used in the study is the risk that the participants in the sample may not fully represent the overall population. To address this weakness, which could negatively affect the reliability of the study, a statistically stronger position was achieved by reaching a larger participant pool (573 participants) than the required sample size. Additionally, participant diversity (demographic and sectoral) was ensured to minimize the potential representation issue arising from the convenience sampling method. The sample aimed to capture a broad range of representation by considering participants' age groups, work experiences, sectoral distributions, and AI usage levels.

3.2. Data Collection Technique and Process

An online survey method was used to collect data in this research. The

questionnaire form is based on studies in the literature and it is prepared in four parts. In the first part of the questionnaire, there are eighteen questions expressing the individual work performance of the employees, in the second part, twelve questions expressing the perception of organizational support of the employees, in the third part, eight questions expressing the negative attitudes of the employees towards AI, and in the last part, eight questions expressing the demographic characteristics of the employees. Five-point Likert-type evaluation scale (1-Strongly Disagree, 2-Disagree, 3-Undecided, 4-Agree, 5-Strongly Agree) were used to measure the expressions related to individual work performance, perception of organizational support and AI attitude.

The survey form was examined by academicians who are experts in the field, and the statements in the survey were evaluated in terms of intelligibility, relevance and comprehensiveness. In line with the received feedback, necessary corrections were made on the survey questions regarding the content validity of the statements included in the survey. After the questionnaire form was created, it was submitted to the approval of the Düzce University Ethics Committee, and approval for scientific research and publication ethics was obtained. Afterwards, the survey form for the implementation was organized as an online survey on the [surveeey.com](https://www.surveeey.com) site. Before starting the general implementation, a pilot study was conducted on 50 people to avoid systematic and random errors.

3.3. Measurement Tools

As a result of the literature review, some important explanatory studies and scales related to the variables in the research model were found. For the individual work performance, the scale developed by Koopmans et al. (2014) was used. This scale consists of 18 items (e.g. items such as "I managed to do my job as planned" for TP (5), "I took on challenging work tasks when possible" for CP (8), and "I complained about unimportant work-related issues" for CWB (5)). For the OS, the scale developed by Nguyen and Tran (2021) was used. The related scale consists of 12 items (e.g. items such as "My supervisor is there for me when I need him" for SS (7) and "My colleagues tend to be understanding about work-related problems" for CS (5)). To measure the employees' NAIA, the Artificial Intelligence Acceptance-Avoidance Scale (4 items) (Cao et al., 2021) and the Artificial Intelligence Anxiety Scale (4 items) (Wang and Wang, 2019) were used. These two scales were combined under the broader construct of negative AI attitude because they capture complementary dimensions of employees' unfavorable responses to artificial intelligence. The AI Anxiety Scale reflects the emotional component of negative AI attitude, including fear, discomfort, and apprehension, whereas the AI Acceptance-Avoidance Scale reflects the cognitive and behavioral tendency to resist, avoid, or reject AI-related technologies. Conceptually, both dimensions represent employees' overall negative orientation toward AI. This conceptual integration was also supported empirically, as the eight items loaded on a single factor in the exploratory factor analysis and demonstrated acceptable model fit in the confirmatory factor analysis. Therefore, the combined construct was treated as a unidimensional measure of negative AI attitude in the present study.

4. Findings

To determine the sample group characteristics and scope/validity limits of this research, the characteristics of the participants were examined first. According to the demographic findings, the majority of the participants in this study were men

(60.7%). It was determined that the participants were mostly between the ages of 25-34 and 35-49 (34.9% and 34.7%). When the educational status of the respondents was considered, it was understood that more than half of the participants had a bachelor's degree (56.7%), followed by those with a master's degree (22.7%). When the work experience of the participants was examined, it was seen that those with six years or more work experience were in the majority (6-10 years 25.3% and 11-15 years 25.0%). On the other hand, participants mostly worked in production (31.1%) and accounting-finance (31.1%) departments. The rate of participants using AI in their work was quite high (60%). According to the sectoral distribution ratios, it was seen that the participants mostly worked in the service sector (50.4%) and small-scale enterprises (46.9%).

To determine the structural validity of the variables and test the model, exploratory factor analysis and confirmatory factor analysis were conducted for the variables of IWP, OS and NAIA. The details are in **Table 1** and **2**.

Table 1. Exploratory Factor Analysis Results

Factors	Item	KMO	Extraction Method	Rotation Method	Explained Variance	Eigenvalue
Contextual Performance	8				34,588	6,226
Task Performance	5	,901			20,802	3,744
Counterproductive Work Behavior	5		Principal Component Analysis	Varimax	20,296	3,653
Supervisor Support	7	,928			46,305	5,557
Colleague Support	5				36,942	4,433
Negative AI Attitude	8	,911			74,160	5,933

When **Table 1** is examined, it is seen that the scores obtained for the factors are above the acceptability threshold values discussed in the literature. KMO values are over 0.60 and Bartlett-test results are statistically significant. Principal Component Analysis was used as the inference method, while the Varimax rotation method was preferred as the rotation method. Since there were no questions with a low level of explanation (below 0.40) and high load values in more than one factor in the scale expressions after the rotation, no question was removed. On the other hand, it was seen that the variance rates explained for the factors obtained are at a very good level for social sciences. According to the results of the analysis, the factor loading values of the questions (8 questions) in the contextual performance factor representing individual work performance ranged from 0.901 to 0.674; the factor load values of the questions in the task performance factor (5 questions) varied between 0.858 and 0.809, and the factor load values of the questions in the counterproductive work behavior factor (5 questions) varied between 0.846 and 0.781. The factor load values of the questions in the supervisor support factor, which represented the perception of organizational support, were between 0.905 and 0.789, and the factor load values of the questions in the colleague support factor were between 0.917 and 0.896. Finally, the factor load values of the questions in the negative AI attitude factor ranged from 0.878 to 0.838. The fact that all eight items from the AI Anxiety and AI Acceptance-Avoidance scales loaded strongly on the same factor provided empirical support for treating them as a single negative AI attitude construct. These ranges of

variation showed that the internal consistency of the factors was quite good. After the exploratory factor analysis, confirmatory factor analysis was performed. Details of the findings are shown in **Table 2**.

Table 2. Confirmatory Factor Analysis Results

Variables	Goodness-of-Fit Criteria								
	χ^2	df	p	NFI	CFI	GFI	RMSEA	PGFI	RMR
Negative AI Attitude	203.01	147	0.00	0.95	0.97	0.95	0.041	0.55	0.023
Organizational Support	257.76	131	0.00	0.95	0.98	0.96	0.052	0.55	0.028
Individual Work Performance	283.30	147	0.00	0.95	0.97	0.95	0.048	0.55	0.027

When examining the confirmatory factor analysis results for the variables of negative AI perception, OS, and individual job performance in **Table 2**, it is evident that all three models produced good or acceptable values in terms of all goodness-of-fit criteria considered and can be easily accepted without the need for modification. For instance, the ratios of Chi-square values to degrees of freedom are below 2, which indicates a good fit. Similarly, the RMSEA, CFI, NFI, GFI, and RMR values also demonstrate good/acceptable fit. All these findings indicate that the conceptual models developed for the variables are structurally valid.

At this stage, the problem of Common Method Bias, frequently encountered in survey research, was also examined, and Harman's One-Factor Test was used to detect its presence. This test shows whether there is an artificial error arising from the collection of variables from the same source and using the same method (e.g., a single survey). According to the literature, a test result showing that the variance explained by a single factor is below 50% indicates that the collected data does not originate from a single dominant factor, measures different constructs, that common method bias is not a serious problem, and that the data is reliable (Kock et al., 2021). In this context, all variables in the study were included in exploratory factor analysis by grouping them under a single factor, and the variance explained in the test result was below 50% (Extraction Sums of Squared Loadings, % of variance: 36.509). Therefore, no common method bias problem was encountered in the study.

After the exploratory and confirmatory factor analysis, descriptive statistics for the variables, reliability coefficients and correlation analysis results were examined. The details are in **Table 3**.

Table 3. Descriptive Statistics and Correlation Analysis Results

Variables	Mean	Std. Dev.	Skew.	Kurt.	α	NAIA	SS	CS
Negative AI Attitude (NAIA)	1,9383	,94629	,947	,405	,949	1		
Supervisor Support (SS)	3,8364	,99991	-,813	,114	,958	-,420**	1	
Colleague Support (CS)	4,0052	,86778	-1,233	1,703	,963	-,217**	,467**	1
Task Performance	4,1990	,66264	-1,118	2,861	,909	-,281**	,381**	,252**
Contextual Performance	4,1928	,84230	-1,465	2,495	,959	-,329**	,399**	,531**
Counterproductive Work Behavior	2,0052	,97810	,785	-,155	,895	,585**	-,443**	-,227**

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

When **Table 3** is examined, it is seen that the negative attitudes of the participants towards AI are low. Participants thought that they received enough support from both their supervisors and their colleagues in the context of organizational support. However, it was seen that the participants had a very good level of task and contextual performance individually. On the other hand, the participants had a low average for counterproductive work behavior. In addition, the coefficients of kurtosis and skewness between -2 and +2 in the literature indicate an acceptable normal distribution (Pallant, 2007). Therefore, it can be said that the skewness and kurtosis values of the variables are at an acceptable level and the data show a normal distribution. At the same time, the reliability coefficients of all variables are above the threshold value (α : 0.60) considered valid in the literature. These findings show that the measurement tools are quite reliable.

When the correlation scores were examined, it was determined that there was a low and medium-level negative relationship between negative AI attitude and task performance and contextual performance. On the other hand, it was seen that there was a positive and moderate relationship between negative AI attitude and counterproductive work behavior. While it was seen that there was a moderate negative relationship between supervisor support and negative AI attitude, a low negative relationship between colleague support and negative AI attitude draws attention. On the other hand, there was a moderate and positive relationship between supervisor support and task performance and contextual performance, while a moderate negative relationship was found between counterproductive work behavior and supervisor support. Furthermore, a low-level positive correlation was found between colleague support and task performance, a moderate-level positive correlation between colleague support and contextual performance, and a moderate-level negative correlation between colleague support and counterproductive work behavior.

These findings show that the measurement tools are quite reliable and the research model designed for the relationships between NAIA, OS and IWP was appropriate. In this context, linear regression analyses were performed to test the research hypotheses.

4.1. Hypothesis Tests

First, the effects of NAIA on IWP dimensions: (a) TP, b) CP, c) CWB were examined. In this context, $H1_{a,b,c}$ were tested. The details are in **Table 4**.

When **Table 4** is examined it is seen that, in generally, all models included in the regression analysis are significant in terms of F value, t-test result, standardized regression coefficient (β) and p-values. Specifically, there was a low-level negative significant relationship between negative AI attitude and task performance, and the 7.9% variance in task performance was explained by negative AI attitude. With these results, $H1_a$ was accepted as it supports the hypothesis that “*As the negative AI attitude of the employees increases, a) Task Performance decreases.*” Likewise, a moderately negative and significant relationship was found between negative AI attitude and contextual performance. Negative AI attitude had an effect level of 10.8% on contextual performance. These results confirm the hypothesis that “*As negative AI attitude increased, b) Contextual Performance decreases.*” Therefore, $H1_b$ was accepted. Finally, negative AI attitude had a moderately positive and significant relationship with counterproductive work behavior. 34.2% of the change in counterproductive work behavior was explained by a negative AI attitude. According

to this result, H1_c is accepted as the hypothesis “As negative AI attitude increases, one of the dimensions of individual work performance: c) Counter-Productive Work Behavior increases.” is supported.

Table 4. Negative Artificial Intelligence Attitude-Individual Work Performance Dimensions Regression Analysis

Independent variable		Unstandardized coefficients		Standardized coefficients	t	p
		B	Std. Error	Beta		
H1 _a	(Constant)	4,580	,061		75,514	,000
	Negative AI Attitude	-,197	,028	-,281	-6,993	,000
Dependent Variable: Task Performance						
r: ,281 r ² : ,079 F ₍₁₋₅₇₁₎ : 406,108 p: ,000 VIF: 1.000 Durbin-Watson: 1,904						
H1 _b	(Constant)	4,760	,076		62,753	,000
	Negative AI Attitude	-,293	,035	-,329	-8,325	,000
Dependent Variable: Contextual Performance						
r: ,329 r ² : ,108 F ₍₁₋₅₇₁₎ : 69,301 p: ,000 VIF: 1.000 Durbin-Watson: 1,536						
H1 _c	(Constant)	,833	,076		11,010	,000
	Negative AI Attitude	,605	,035	,585	17,246	,000
Dependent Variable: Counterproductive Work Behavior						
r: ,585 r ² : ,342 F ₍₁₋₅₇₁₎ : 297,431 p: ,000 VIF: 1.000 Durbin-Watson: 1,820						

On the other hand, Hayes's (2013) Model 2 statistical method was used to determine the moderator role of organizational support in the relationship between negative AI attitude and individual work performance. H2_{a,b,c} results of moderator variable analyzes are given in **Table 5** below. As seen in **Table 5**, in general, all models are significant in terms of F value, t test result, standardized regression coefficient (β) and p values. When specific evaluations were made, although there was a significant decrease in the degree of effect of Negative AI Attitude on Task Performance with the inclusion of Supervisor Support in the model, the effect of the interaction term (Negative AI Attitude x Supervisor Support) was not statistically significant. Standardized regression coefficient (β), t test result and p value also show that the moderating effect is not significant. Therefore, it can be said that the supervisor' support cannot prevent the negative reflection of the negative attitude of the employees towards AI on their Task Performance and does not have a moderator role. According to these results, H2_a was rejected because the hypothesis “As the supervisor's support increases, the negative effect of the Negative AI Attitude on the Task Performance decreases” was not supported.

Table 5. Regression Analysis Findings on the Moderator Role of Supervisor Support

Independent variables		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
H2 _a	(Constant)	4,206	,027		153,957	,000
	Negative AI Attitude	-,096	,028	-,145	-3,439	,001
	Supervisor Support	,209	,028	,315	7,396	,000
	NegAtt x SuperSupp	,016	,024	,026	,659	,510
Dependent Variable: Task Performance						
r: ,404 r ² : ,163 F ₍₃₋₅₆₉₎ : 37,015 p: ,000 Durbin-Watson: 2,000						
H2 _b	(Constant)	4,215	,034		123,800	,000
	Negative AI Attitude	-,162	,035	-,192	-4,628	,000
	Supervisor Support	,259	,035	,307	7,347	,000
	NegAtt x SuperSupp	,054	,030	,068	1,788	,074
Dependent Variable: Contextual Performance						
r: ,442 r ² : ,195 F ₍₃₋₅₆₉₎ : 46,074 p: ,000 Durbin-Watson: 1,539						
H2 _c	(Constant)	2,080	,033		62,337	,000
	Negative AI Attitude	,485	,034	,496	14,162	,000
	Supervisor Support	-,262	,034	-,268	-7,599	,000
	NegAtt x SuperSupp	,178	,029	,196	6,070	,000
Dependent Variable: Counterproductive Work Behaviour						
r: ,653 r ² : ,427 F ₍₃₋₅₆₉₎ : 141,359 p: ,000 Durbin-Watson: 1,839						

Similarly, although there was a significant decrease in the effect of Negative AI Attitude on Contextual Performance with the inclusion of Supervisor Support in the model, the effect of the interaction term (Negative AI Attitude x Supervisor Support) was not statistically significant in the 95% confidence interval ($p = .074$). Although the inclusion of supervisor support reduced the negative coefficient of negative AI attitude on contextual performance, the interaction effect between negative AI attitude and supervisor support was not statistically significant at the conventional 5% level ($\beta = .068$, $t = 1.788$, $p = .074$). Therefore, H2b was not supported. Nevertheless, the positive direction of the interaction coefficient suggests a tentative buffering pattern. This pattern should be interpreted cautiously and examined in future studies using different samples and research designs. On the other hand, in the last model, it is seen that Supervisor Support has a moderating role in the relationship between negative AI attitude of employees and counterproductive work behavior. In other words, the organizational support provided by the supervisor prevents the emergence of Counterproductive Work Behavior by reducing the negative AI attitude of the employee. According to these results, the hypothesis “H2_c: *As the supervisor's support increases, the positive relationship between Negative AI Attitude and Counterproductive Work Behavior decreases*” was accepted. Although these findings are in a conceptual sense to similar study findings in the literature, there are differences in some aspects. Therefore, it can be said that the cultural characteristics

of the research sample group affected the results.

Table 6. Moderator Role of Colleague Support Regression Analysis Findings

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
H3 _a	(Constant)	4,217	,026		159,952	,000
	Negative AI Attitude	-,152	,027	-,229	-5,724	,000
	Colleague Support	,122	,027	,183	4,555	,000
	NegAtt x CollSup	,083	,025	,133	3,373	,001
Dependent Variable: Task Performance						
r: ,367 r ² : ,134 F _(3*569) : 29,431 p: ,000 Durbin-Watson: 1,928						
H3 _b	(Constant)	4,201	,029		142,656	,000
	Negative AI Attitude	-,187	,030	-,222	-6,302	,000
	Colleague Support	,401	,030	,476	13,464	,000
	NegAtt x CollSup	,036	,027	,045	1,311	,190
Dependent Variable: Contextual Performance						
r: ,576 r ² : ,332 F _(3*569) : 94,105 p: ,000 Durbin-Watson: 1,615						
H3 _c	(Constant)	2,029	,033		60,943	,000
	Negative AI Attitude	,557	,033	,570	16,643	,000
	Colleague Support	-,117	,034	-,120	-3,473	,001
	NegAtt x CollSup	,108	,031	,118	3,493	,001
Dependent Variable: Counterproductive Work Behaviour						
r: ,605 r ² : ,367 F _(3*569) : 109,754 p: ,000 Durbin-Watson: 1,815						

Accordingly, when **Table 6** is examined it is seen that all models, in general, are significant in terms of F value, t-test result, standardized regression coefficient (β) and p-values. When hypothesis-based specific evaluations are carried out, it is understood that there is a significant decrease in the effects of Negative AI Attitude on Task Performance with the inclusion of Colleague Support in the model. The effects of the interaction term (Negative AI Attitude x Colleague Support) were statistically significant. Therefore, it can be said that Colleague Support prevents the negative reflection of employees' negative attitudes towards AI on their Task Performance and has a moderator role. According to these results, H3_a was accepted because of the hypothesis “*As Colleague Support increases, the negative impact of a Negative AI Attitude on the Task Performance decreases*” was supported. On the other hand, in the model examining the moderating role of Colleague Support in the relationship between Negative AI Attitude and Contextual Performance, the standardized regression coefficient (β), t-test result and p-value of the interaction term (Negative AI Attitude x Colleague Support) were not statistically significant. Although there is a decrease in the effects of negative attitude on contextual performance with the addition of Colleague Support to the model, this decrease is not at a level that can turn into a moderator role. In other words, Colleague Support cannot reduce the

effects of employees' negative AI attitudes on their contextual performance. These results do not support the hypothesis that *“As Colleague Support increases, Negative AI Attitude negatively affects Contextual Performance”*. Therefore, H3_b was rejected. Finally, in the model in which the effects of Colleague Support on the relationship between Negative AI Attitude and Counterproductive Work Behaviour are examined, it is seen that Colleague Support also has a moderator role in the relationship between employees' negative AI attitude and Counterproductive Work Behaviour. In other words, the organizational support provided by colleagues prevents the emergence of Counterproductive Work Behaviour by reducing the negative attitude of the employee. According to these results, the hypothesis *“H3_c: “As the Colleague Support increases, the positive relationship between the negative AI attitude and Counterproductive Work Behaviour decreases”* was accepted.

5. Conclusion

The results of this research reflect the perspectives of Turkish employees, mostly working in companies operating in the service sector, between the ages of 25-49, male, with a bachelor's degree and with a work experience of six years or more.

Are negative AI attitudes of employees effective on individual work performances? and Does perceived organizational support (supervisor and colleague support) have a moderator role in the relationship between negative AI attitudes of employees and individual work performance? Basic questions were determined and answers were sought. According to the findings obtained in this study, in general terms, negative AI attitude and organizational support perception of employees are a significant predictor of individual work performance.

If a specific evaluation is carried out, it has been determined that the negative AI attitude has a negative effect on the task performance and contextual performance of the employees. If employees think that using AI will make them dependent on it, increase their tendency to become lazy, lose some skills, they start to see AI as a risky phenomenon that will soon take away their works, and this makes them worry about their future and career. They also start to feel unnecessary to the business. Therefore, working in such an intellectual atmosphere is quite challenging. They cannot make the most optimal planning for their work and cannot complete their work on time. In addition, they cannot distinguish between basic and auxiliary subjects related to their work, and they have prioritization problems. As a result, their chances of doing their work well with the least amount of time and effort are seriously reduced. In such an environment, their tendency to keep their work-related knowledge and skills up-to-date, to seek new areas of struggle, and to actively participate in meetings begins to decline. Likewise, their motivation to take on extra responsibilities for their work, undertake challenging tasks, and find impressive solutions to emerging problems is gradually decreasing. On the other hand, the negative attitude of the employees brings with it the anti-productive work behavior. In other words, as the negative attitude towards AI increases, employees start to complain about unimportant issues related to their work, to make the problems bigger than they are, to focus on the negative aspects of the events instead of the positive aspects, and to talk about the negative aspects of their works with their colleagues or moreover with people outside the organization. In this context, changing the negative AI attitude of employees can be considered a new challenge for supervisors, a critical and strategic phenomenon for the institution.

When the subject was evaluated in the context of organizational support,

a moderately positive relationship was found between supervisor support, task performance and contextual performance, and a moderately negative relationship between counterproductive work behavior. According to the results obtained, support behaviors, such as supervisors being with their employees when they need them, valuing their ideas, creating an environment where they feel comfortable sharing their work-related or personal problems enable employees to make the most appropriate planning for their work, complete their work at the planned time, and prioritize them. In short, it enables them to act effectively and efficiently. Likewise, this type of support helps employees keep their work-related knowledge and skills up-to-date, seek new challenges, take on extra responsibilities, and take the initiative in finding effective solutions to emerging problems. In addition to this, supervisor support also prevents the reactive behaviors of employees, such as complaining about the work, magnifying the problems, constantly thinking and spreading negativity about the living conditions. On the other hand, colleague support affects the task and contextual performance of the employees positively and negatively affects counterproductive work behavior. In other words, the employee who receives the necessary support from her/his colleagues while doing her/his work is more successful in planning and completing her work effectively on time. Likewise, the employee, who feels the support of her/his colleagues, starts to increase her/his interest and contribution to the issues related to the organizational atmosphere outside the work description. The employee begins to exhibit behaviors, such as taking extra responsibility, helping others when he/she completes his/her work, and actively participating in solving problems whether it is related to himself/herself or not. On the one hand, she/he tries to stay away from all kinds of discursive and operational situations that may cause negativities related to her/his work. In the light of all these findings, it can be said that supervisor support and colleague support are important tools to increase individual performance. However, in task performance, while the colleague is more prominent, it is understood that the supervisor support is more effective in contextual performance. Both supervisor and colleague support are very effective in preventing counterproductive work behavior.

When the findings regarding the moderation role of supervisor support and colleague support are evaluated, it is seen that there is a significant moderator in the reflection of negative AI attitude on counterproductive work behavior. In its reflection on contextual performance, it is understood that while supervisor support is evaluated as a significant moderator for different confidence intervals (90%), colleague support is not a significant moderator. On the other hand, while colleague support is a significant moderator in the relationship between negative AI attitude and task performance, supervisor support is not a significant moderator. Namely, according to the results, if the employees have a negative attitudes towards AI, even if the supervisor provides the necessary support, it cannot contribute to the increase in the task performance of the employees. But if the necessary support is provided, it can increase their contextual performance or at least prevent it from falling. Likewise, with the support provided by the supervisor, the negative attitudes of the employees can be prevented from turning into counterproductive work behavior. It prevents behaviors, such as complaining about unimportant issues about their works, magnifying problems, focusing on the negative side of everything, and negative gossip with colleagues or people outside the organization, which are caused by negative attitudes.

The support provided by colleagues prevents negative AI attitudes of employees

reflecting negatively on their task performance. In other words, even if employees see AI as an addictive, lazy, dexterous, worrying, frightening and risky phenomenon, if they see understanding from their colleagues about the problems they experience at work, if experiences are shared, time and effort is spent in producing solutions, and all this happens willingly, then employees do not have any problems in performing their work as planned, in the desired time and quality, in the most appropriate way. Again, if the employees have the support of their colleagues, they do not engage in problematic behaviors such as complaining against the organization due to their NA towards AI, becoming a part of the problems, not contributing to the solution, and sharing their negative perceptions about their work with everyone everywhere. On the other hand, colleague support cannot prevent negative attitudes of employees from being reflected on contextual performance despite such positive reflections. Namely, if employees have a negative attitudes, they do not show a positive tendency to take on extra responsibilities regarding their work and start new tasks when their current work is finished, undertake challenging work tasks, keep their work-related knowledge and skills up-to-date, and find effective solutions to the organizational problems.

As a result, when compared with the research results in the literature, it is seen that some of the findings are exploratory and some are confirmatory. For example, the results of the studies conducted by Vasiljeva et al. (2021), Cao et al. (2021), Li et al. (2019) and Rousseau et al. (2009) are consistent with the findings obtained in this research. According to Vasiljeva et al. (2021), one of the main factors affecting the attitude toward AI is board-level management support. Supervisors should be well aware of the emotions, attitudes and motivations of employees regarding AI technology to drive performance. Underestimating employees' attitudes towards AI technology may have an extremely negative impact on the company. In their study, Li et al. (2019) found that the perception of organizational support weakens the relationship between AI awareness of employees and their intention to leave and plays a moderator role in the relationship between attitudes and work behaviors. They also revealed that top management support is effective in increasing productivity and minimizing stress factors. Cao et al. (2021) also argue that the use of AI can be significantly affected by co-worker pressure as a part of social influence, but also argue that behavioral intentions and facilitating conditions for the use of AI can be explained by the co-worker effect. However, she/he emphasizes that colleague support will have a significant positive effect on the intention to use AI. In the study by Rousseau et al. (2009), it is emphasized that colleague support is an effective factor in reducing the negative consequences for employees (such as resisting using these technologies due to a negative AI attitude and influencing the business environment with these thoughts) in the work environment. In addition, it is suggested in the study that strengthening the support of colleagues will be effective in reducing the negative effects (such as counterproductive work behavior) on the psychological health of the employees and the working environment. Furthermore, the research findings are directly and highly consistent with the results of Alqudaha et al. (2022), which showed a positive relationship between readiness for change and employees' individual performance; Zhou et al. (2025), which found that employees' perceptions of digital transformation have a positive effect on proactive change behavior; and Louati et al. (2025), which concluded that in increasingly complex organizational environments undergoing digital transformation, employee well-being is a strategic imperative for sustainable performance.

Based on these results, the effects of these support mechanisms from an HR management perspective in technological transformation processes are as follows: In terms of managerial support, leadership and vision-building processes stand out, while practical support activities focusing on creating a psychologically safe environment, reducing fear, and providing necessary training and resources are considered highly effective. Regarding colleague support, processes that activate social learning are prominent, while collaborative activities such as emotional support, mutual assistance, and experience sharing are considered noteworthy practices. The common outcome of both types of support within the scope of HR management is increased person-technology fit and increased trust, belonging, and commitment to the organization. Furthermore, according to the research results, the following conclusions are quite significant from an HR management perspective: Focusing on technology installation and technical issues in digital transformation processes is necessary but not sufficient. While employees need psychological support through various programs (such as formal and informal coaching programs) to support the process for successful performance, building an organizational culture that ensures the continuity of the supportive environment is necessary for the sustainability of performance.

In conclusion, the findings are noteworthy both in terms of their contribution to the literature and their practical implications. These results provide an exploratory contribution to the literature by identifying a third significant variable that regulates the existing relationship between the two variables, while also sharing specific solutions within the context of supervisor and colleague support to prevent technological advancements from negatively impacting the organizational atmosphere and the individual work performance of employees.

Finally, as in every study, this study has some methodological limitations. For example, the research could not be carried out on a homogeneous sample group. Working on more specific homogeneous samples may yield different results. Again, only exploratory analyzes were made in the study. Confirmatory analyzes are needed for more reliable and valid findings. At the same time, the research reflects the perspective of a single culture (Turkish Culture). Therefore, it can be said that the cultural characteristics of the research sample group affected the results. For more realistic findings, comparative studies with sample groups from different cultures are required. Future studies may also examine additional support mechanisms, such as organizational training support, HR support, digital self-efficacy, psychological safety, and perceived job insecurity. Comparative analyses across sectors, organizational sizes, occupations, and countries may further clarify whether the moderating effects of supervisor and colleague support vary across different workplace contexts.

This study contributes to the literature by showing that organizational support should not be treated as a uniform mechanism when examining employees' responses to artificial intelligence. The findings indicate that supervisor support and colleague support perform different functions depending on the dimension of individual work performance. Colleague support significantly buffered the negative relationship between negative AI attitude and task performance, whereas supervisor support did not produce a statistically significant moderating effect in this relationship. This difference suggests that support mechanisms operate through distinct relational and functional channels.

From the perspective of Social Exchange Theory, colleague support represents a horizontal and reciprocal exchange relationship that is embedded in employees' daily work processes. Colleagues are often more accessible during task execution and can

provide immediate technical assistance, experience sharing, and informal guidance. Therefore, colleague support may reduce uncertainty and help employees maintain task performance even when they hold negative attitudes toward AI. Supervisor support, by contrast, represents a vertical and more formal exchange relationship involving resource allocation, role clarification, recognition, and psychological safety. These mechanisms may be more closely associated with broader organizational and contextual behaviors rather than the direct execution of routine tasks.

The findings also extend the Technology Acceptance Model and the Unified Theory of Acceptance and Use of Technology. These models primarily explain technology adoption through perceived usefulness, perceived ease of use, social influence, and facilitating conditions. The present study shows that these mechanisms may have consequences beyond technology-use intention and may also shape employees' work performance. In particular, colleague support may function as a facilitating condition by providing task-related assistance and reducing learning difficulties, while supervisor support may influence employees' perceptions of institutional readiness and psychological safety during technological change.

Overall, the study demonstrates that the effects of organizational support depend on both the source of support and the type of performance outcome. This source-specific perspective extends existing research by showing that horizontal and vertical support mechanisms should be examined separately when evaluating employee adaptation to AI-based workplace transformation.

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Informed consent statement: Informed consent was obtained from all participants before they completed the online questionnaire. Participants were informed about the purpose and scope of the study, the voluntary nature of their participation, their right to withdraw at any stage without any negative consequence, and the confidential use of their responses for scientific purposes.

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