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Attitude towards artificial intelligence and job satisfaction: A correlational study among corporate employees of Odisha

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Abstract

Technological advancements have significantly reshaped the global industries, particularly in health care, education and the corporate sectors. Among these innovations Artificial Intelligence (AI) has emerged a transformative tool, contributing to improved work structure and enhanced employee satisfaction. This study aimed to explore the relationship between employees' attitude towards Artificial Intelligence and Job Satisfaction in various corporate sectors of Odisha. Additionally, it proposed to examine the gender-based differences in these two variables. The research sample included 120 corporate employees (60 male and 60 female) aged 25-40 years, selected through purposive and snowball sampling methods, ensuring adherence to ethical research practices. Data collection employed two standardized instruments namely, the Artificial Intelligence Scale by Aktay et al. (2024) and Generic Job Satisfaction Scale by Scott Macdonald and Peter Maclntyre (1997). Statistical analyses using independent t-tests and Pearson correlation revealed significant gender differences in attitude towards Artificial Intelligence and Job Satisfaction. Moreover, a strong positive correlation was identified between these two variables. The study highlights key implications for corporate policies, noted certain limitations and provides directions for future research to further explore this dynamic relationship.

Keywords: Artificial Intelligence; Job Satisfaction; Gender Difference; Corporate Sector

1. Introduction

"We're entering an era where technology is no longer just a tool; it's becoming the foundation of how we work, live, and connect." — Satya Nadella

In today's world, technological advancement has become the backbone of innovation, reshaping industries and daily life. The 21st century can no longer be seen as just another chapter in history; it has unfolded as a dynamic era shaped by relentless technological breakthroughs and innovation. Artificial Intelligence (AI) is the major outcome of this technological evolution. The origins of Artificial Intelligence (AI) can be traced to the groundbreaking contributions of Alan Turing, a key figure in the field of computer science. In his influential 1950 paper, "Computing Machinery and Intelligence," Turing posed the provocative question, "Can machines think?" (Summary of "Computing Machinery and Intelligence" (1950) by Alan Turing, 2015). After Turing's passing, the term "artificial intelligence" was officially coined by John McCarthy during a 1956 summer workshop at Dartmouth College, where he sought to advance ideas related to intelligent machines (Sheikh et al., 2023).

Baker and Smith (2019) defined Artificial Intelligence (AI) as, "Computers which performs tasks, usually associated with human minds, particularly learning and problem solving". Starting from streamlining complex processes, extracting valuable insights from data, and enhancing decision-making, AI empowers industries such as business, healthcare, and education, driving innovation and transformative growth (Collins et al., 2021).

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The rapid rise of AI is at the heart of this transformation, driving efficiencies and opening doors to possibilities once thought unattainable. AI's ability to learn, adapt, and execute complex tasks is not just a marvel of engineering but a glimpse into the future of human potential. From healthcare to communication, AI is reimagining what we thought was possible, pushing the boundaries of creativity and problem-solving. As we move forward, the fusion of technology and human intellect promises a future filled with smarter solutions and deeper insights. In this regard, Khan's (2019) research highlights how technological advancements like AI, Internet of Things (IoT), and big data are transforming industries, education, and daily life. The Fourth Industrial Revolution, driven by innovations such as 5G, machine learning, block chain, and cloud computing, is improving connectivity, efficiency, and security. These developments are fostering smarter, more sustainable solutions while enhancing human capabilities and overall quality of life.

Considering the various benefits and roles AI plays in this context, the impact of artificial intelligence (AI) on the contemporary workplace has become a topic of extensive discussion and debate in today's environment. Employee job satisfaction plays a crucial role in connection with artificial intelligence. Montuori et al. (2022) in his study has described job satisfaction as "a pleasurable or positive emotional state, resulting from the appraisal of one's job experiences". Job satisfaction is a subjective experience that varies from person to person. While one employee may thrive in a particular work environment, the same setting might not have a similar positive impact on others. In many of the instances, AI is reshaping workplaces by automating routine tasks, improving decisions, and boosting efficiency. This can enhance job satisfaction by reducing tedious work, though employees may need to adapt and develop new skills to stay engaged. Balancing AI with human input is crucial for maintaining fulfillment. Study by Zihar et al. (2023) found out that AI in the workplace enhances organizational efficiency, supports quicker and more informed decision-making, and drives innovation in products and services.

As it is said that every positive aspect comes with its drawbacks as well, so in case of artificial intelligence. When dealt carefully AI works like blessings but sometimes the over dependency on AI makes life more than hell. A recent study by Ahmad et al. (2023) focusing on Chinese and Pakistani societies revealed that artificial intelligence has a notable influence on reducing human involvement in decision-making, contributing to increased laziness among individuals. The research also highlighted concerns regarding security and privacy risks associated with AI advancements. Similarly, findings from the research by Khan (2019) suggests that the convergence of different technologies has led to the creation of innovative products, processes, and services, while simultaneously making older technologies obsolete. This transition is regarded as a form of "creative destruction" in the 21st century, where artificial intelligence is progressively taking over tasks previously performed by humans, usually termed as "**Machine Over Manpower**".

Thus, our attitude towards AI plays a significant role. It can shape employee engagement, productivity, and overall job satisfaction. While positive perceptions of AI may encourage adaptability and innovation, negative views can result in resistance, stress, or concerns about job security. As a result, exploring such concepts has become highly relevant in today's rapidly changing professional landscape. Although research on this topic has been conducted in India, studies specifically focusing on Odisha remain limited. Odisha's expanding corporate sector offers a distinct setting for examining this relationship. With a diverse workforce spanning industries like IT, Finance and Operations (FinOps), manufacturing, and services, the region presents a valuable opportunity to investigate how AI adoption influences employee attitudes and job satisfaction. This study seeks to bridge that gap by providing insights that can guide corporate sectors in Odisha to implement AI technologies effectively while maintaining employee well-being and satisfaction.

Objectives

- To investigate gender-based differences in attitudes toward Artificial Intelligence and job satisfaction among corporate employees in Odisha.
- To examine the relation between employees' attitudes toward Artificial Intelligence and their overall job satisfaction in corporate sectors of Odisha

2. Material and methods

This study involved a sample of 120 corporate employees, consisting of 60 male and 60 females, from various corporate sectors across Odisha. All participants were aged between 25 and 40 years. Individuals outside this age range were excluded from the study, as were those who identified with genders other than male or female. Data were collected using two non-probability sampling techniques: purposive and snowball sampling. For the analysis, quantitative methods, including T-tests and Pearson's correlation, were applied.

2.1. Instruments

- ***Artificial Intelligence Attitude Scale***: This scale is developed by Aktay et al. (2024). It assesses attitudes towards Artificial Intelligence through 13 items divided into three sub-categories: Benefits, Risks, and Use of Artificial Intelligence. Respondents rate their agreement on a 5-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree). The scale's total score ranges from 13 to 65, with higher scores indicating a more favorable attitude toward AI. The scale has been proven to be reliable and valid.
- ***Generic Job Satisfaction Scale***: Created by Scott Macdonald and Peter Maclntyre in 1997, this 10-item scale evaluates job satisfaction across five levels of agreement (1 = strongly disagree to 5 = strongly agree). The scores are summed, with the total ranging from 10 to 50. A score between 42-50 reflects very high job satisfaction, 39-41 indicates high satisfaction, 32-38 reflects average satisfaction, 27-31 indicates low satisfaction, and 10-26 denotes very low satisfaction. The scale has been validated for employees aged 25 to 60 and works equally well for both genders across different professions. High scorers typically report minimal sleep issues, a balanced personal life, and low levels of stress or worry and vice-versa.

2.2. Procedure

Data for this study were gathered through an online platform using Google Forms. Informed consent of the participants are taken care of. Upon collection, the data were initially examined using descriptive statistics, with results presented as numbers, means, and standard deviations. To assess whether there were significant gender differences in attitudes toward Artificial Intelligence and job satisfaction, T-statistics were applied. Additionally, Pearson's correlation was calculated to explore the strength and direction of the relationship between attitudes toward Artificial Intelligence and job satisfaction. For statistical significance, a threshold of $P < 0.05$ and $P < 0.01$ was set. Data tabulation and the computation of means and standard deviations were performed using Microsoft Excel® 2010 (Microsoft Inc., USA). To calculate the correlation, Statistics Kingdom was employed, while T-statistics were computed using Social Science Statistics software.

2.3. Statistical Analysis

Table 1 Gender wise frequency and percentage of sociodemographic dimensions

S.l. no	Variables		Male (n=60)		Female (n=60)	
			Frequency	Percentage (%)	Frequency	Percentage (%)
01	Age	*25-32*	42	70	38	63.33
		33-40	18	30	22	36.67
02	SES	*High (More than 40 LPA)*	6	10	2	3.33
		Moderate (21-40 LPA)	32	53.33	18	30
		Low (01-20 LPA)	22	36.67	40	66.67
03	Marital Status	*Married*	32	53.33	21	35
		Unmarried	28	46.67	39	65
04	Work Experience	*1-5 years*	9	15	12	20
		6-10 years	10	16.67	14	23.33
		11-15 years	13	21.67	18	30
		More than 15 years	28	46.66	16	26.67
05	Employment Status	*Full Time*	42	70	39	65
		Part time / Contractual	18	30	21	35
		Information Technology (IT)	36	60	23	38.33
06	Specified Job Domain	*Finance and Operation (FinOps)*	8	13.33	10	16.67
		Human Resource (HR)	16	26.67	27	45

The demographic analysis of the study participants reveals significant insights into their socio-demographic characteristics. In terms of age distribution, the majority of both male and female participants were found to be within the 25–32 age range, accounting for 70% and 63.33% of their respective groups. When considering socioeconomic status, notable differences emerged; most male participants belonged to the moderate-income category (earning between 20–40 LPA) with a representation of 53.33%, whereas a considerable proportion of female participants fell under the low-income category (earning between 10–20 LPA), comprising 66.67% of the female workforce. Analysis of marital status showed that the majority of male participants were married (53.33%), while a significant proportion of female participants (65%) reported being unmarried. In terms of professional experience, a substantial percentage of male participants (46.66%) had over 15 years of work experience, while the highest proportion of female participants (30%) reported having 10–15 years of experience. Regarding employment type, the findings indicated that a large proportion of both male (70%) and female (65%) participants were engaged in full-time employment, underscoring the prevalence of stable work arrangements in this sample. Furthermore, job domain distribution revealed gender-based trends, with the majority of male participants (60%) being employed in the Information Technology (IT) sector, while a significant proportion of female participants (45%) were concentrated in the Human Resource (HR) field. These findings offer valuable insights into the socio-demographic patterns within the corporate workforce, shedding light on gender differences in income, experience, and occupational domains.

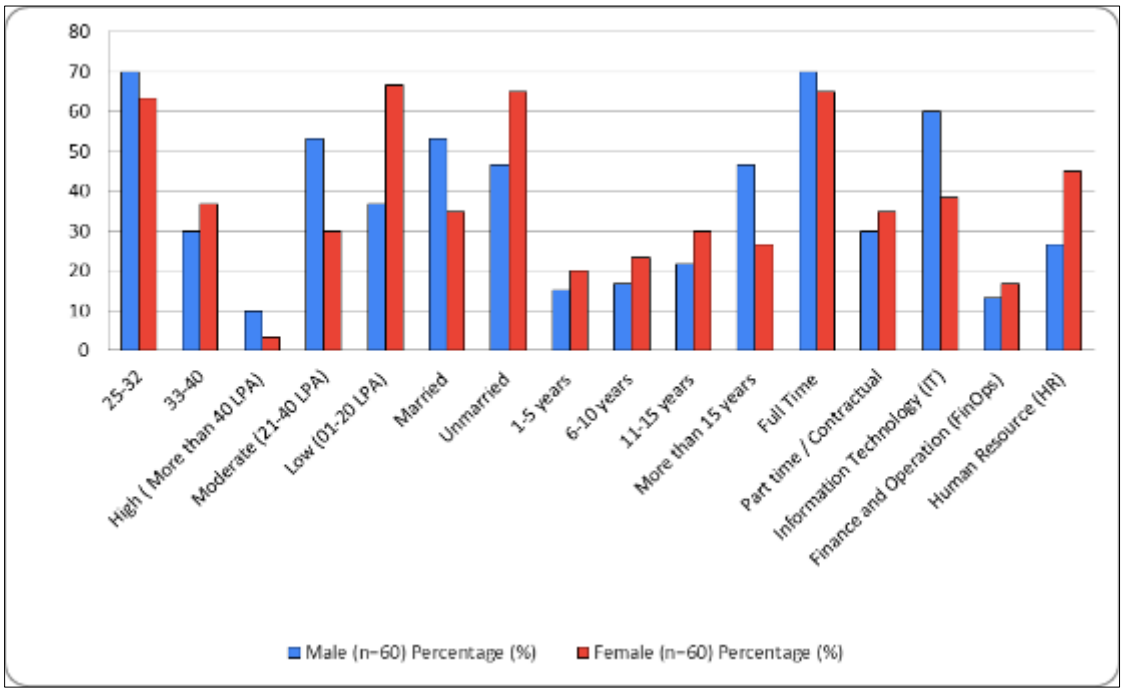

Figure 1 Bar graph showing the pattern of demographic variables

Table 2 Gender difference in attitudes toward Artificial Intelligence

Attitudes toward Artificial Intelligence	**Gender**	**n**	**Mean**	**SD**	**t (118)**	**P value**	**Remarks**
	Male	60	55.15	6.73	13.05	P<.00001****	Statistically significant
	Female	60	30.07	13.28			

N.B-**** t-test is significant at 0.05 and 0.01 level

A total of 60 participants, equally divided between male and female groups, were assessed for their attitudes toward artificial intelligence. The male participants had a mean score of 55.15 (SD = 6.73), while the female participants had a mean score of 30.07 (SD = 13.28). A two-tailed t-test was conducted to determine whether there was a significant difference between the two groups' attitudes. The results indicated a highly significant difference ($p < .00001$), suggesting that males exhibited a more favorable attitude toward artificial intelligence than females.

Table 3 Gender difference in job satisfaction

Job satisfaction	**Gender**	**n**	**Mean**	**SD**	**t (118)**	**P value**	**Remarks**
	Male	60	39.23	6.01	22.42	P<.00001****	significant
	Female	60	19.08	3.51			

N.B-**** t-test is significant at 0.05 and 0.01 level

In the job satisfaction dimensions, the male participants had a mean score of 39.23 with a SD of 6.01, while the female participants had a mean score of 19.08 with an SD of 3.51. A two-tailed t-test was conducted, and the results revealed a highly significant difference between the two groups ($p < .00001$), indicating that males reported higher levels of job satisfaction compared to females.

Table 4 Correlation between attitudes toward Artificial Intelligence and job satisfaction

Variables	**N**	**r**	**Significance(2-tailed)**	**Remark**
Attitudes toward Artificial Intelligence	120	0.718	P<0.00001****	Significant
Job satisfaction				

N.B-**** Correlation is significant at 0.05 and 0.01 level

A Pearson product-moment correlation analysis was conducted to examine the relationship between attitudes toward artificial intelligence and job satisfaction. The results revealed a strong positive correlation between the two variables, $r = 0.718$, $n = 120$, $p < 0.00001$. This suggests that a more favorable attitude toward artificial intelligence is associated with higher job satisfaction and vice versa.

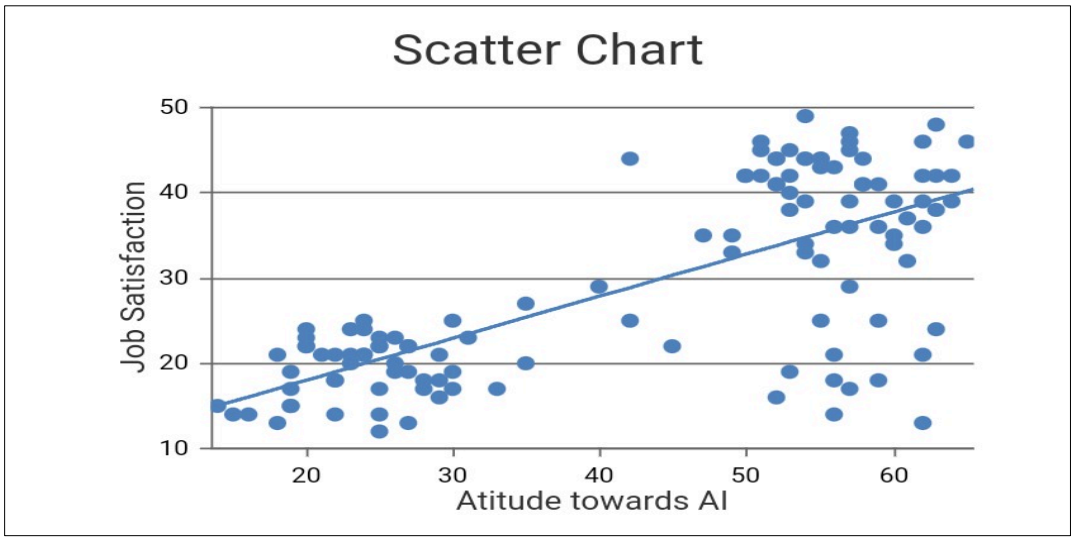

Figure 2 Scatter plot showing the Correlation between Attitude towards Artificial Intelligence and Job Satisfaction

3. Discussion and Conclusion

In the contemporary landscape, artificial intelligence stands as a transformative force, reshaping industries with its adaptive capabilities and data-driven insights. Meanwhile, job satisfaction remains a pivotal aspect of workforce dynamics, influenced not only by professional fulfilment but also by evolving technological integration and workplace innovation. Many studies in this field also highlighted that the use of artificial intelligence can create a better working environment, sustainable training programs, ease processes, less time consuming, reduce cost of production etc. (Shah et al., 2024; Sharma & Saxena, 2024; Nawaz et al., 2024)

Given the increasing significance of Artificial Intelligence (AI) in contemporary research and its expanding influence across various sectors, the present study seeks to contribute to this evolving field. Although substantial research on AI has been conducted in India, this study specifically aims to assess the relationship between corporate employees' attitudes toward AI and their job satisfaction within the context of Odisha's corporate sector. It was guided by two primary objectives: first, to investigate gender-based differences in attitudes toward AI and job satisfaction among corporate employees in Odisha; and second, to explore the relationship between employees' attitudes toward AI and their job satisfaction in Odisha's corporate sector. Data was collected from 120 samples of different corporate sectors of Odisha via Google form and statistically analyzed. Two tailed t-test was carried out to find out the significant gender difference in the two variables. In case of attitude towards artificial intelligence it has been found that male have more favorable attitude towards artificial intelligence in comparison to female. Findings from the Study by Kaya et al. (2022) also had the same findings. Similarly, in the job satisfaction also male were found to have more job satisfaction in comparison to female. From the demographic variables it has been found that majority of the male had permanent job with high salary packages and many of them are employed in IT sector. So that may be a factor contributing factor of why male have more favorable or positive attitude towards AI. Conversely, demographic patterns revealed that a majority of female participants were employed in HR roles. Given the increasing trend of automation in workplaces, HR sectors have witnessed considerable layoffs in recent times. A recent report by Nigam (2025) in India TV News highlighted a notable case where Google conducted mass layoffs targeting HR employees. Additionally, from the demographic data it has also been found that majority of female are employed with low pay package in comparison to male. So, these factors may collectively explain why female employees in Odisha's corporate sector exhibited less positive attitudes toward AI and lower job satisfaction.

Besides that, to explore the degree and direction of relationship between the two variables Pearson Correlation was calculated. Result indicated a highly significant correlation indicating that the increase in favorable attitudes towards artificial intelligence will lead to increase in job satisfaction and vice versa. Similar studies in this area supported the same findings highlighting that when AI integrates with the traditional workplace culture it makes the work easier, reduce work pressure and make the process more engaging as well which ultimately increases job satisfaction (Saxena, 2024; Prentice et al., 2023).

While these findings provide valuable insights, further research is recommended to explore this subject in greater depth. Future studies could incorporate more advanced statistical techniques and comprehensive qualitative analysis to examine these factors in detail. Additionally, expanding the sample to include individuals from diverse gender identities would provide a broader perspective and enhance the generalizability of the findings. This study is expected to serve as a foundational reference for future research on the relationship between attitude towards AI and job satisfaction.

Implications

- This research underscores the impact of artificial intelligence on job satisfaction, particularly for employees in the corporate sector, which is rapidly evolving in today's world.
- The findings of this study provide a foundation for future research exploring the intersection of AI and employee well-being in various organizational contexts.
- Findings from this research could be instrumental for formulation of HR strategies, leadership practices, and policy decisions, ultimately promoting a balanced integration of AI in corporate environments.

Limitations

- The sample for this study was drawn exclusively from the state of Odisha, limiting the generalizability of the findings to other regions.
- The research employed non-probability sampling methods (purposive and snowball sampling), which carry inherent limitations related to selection bias and sample representativeness.
- The study focused solely on two gender categories—male and female—thereby excluding other gender identities from consideration.
- The research limited its sample to a specific age group, which may not fully capture the diversity of experiences across all age demographics.
- As the study was conducted online, the potential for social desirability bias could not be ruled out, which may have influenced participants' responses

Compliance with ethical standards

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Disclosure of conflict of interest

The author declares no conflicts of interest.

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