

International Research Journal of Management Science & Technology



**ISSN 2250 – 1959(Online)
2348 – 9367 (Print)**

An Internationally Indexed Peer Reviewed & Refereed Journal

www.IRJ MST.com
www.isarasolutions.com

Published by iSaRa Solutions

AI DISRUPTION AND MENTAL HEALTH IN THE WORKPLACE

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Abstract:

The rapid integration of Artificial Intelligence (AI) into modern workplaces is fundamentally reshaping professional practices. While AI promises increased efficiency, its psychological impact on employees, particularly regarding mental health, remains under-researched. This study will examine the relationship between AI exposure in professional settings and mental health outcomes, including burnout, and life satisfaction. Study with a sample of 206 working professionals across the marketing & management industry. The following tools were used: The Maslach Burnout Inventory (MBI), The Attitudes towards AI Application at Work (AAAW) scale, and The Minnesota Satisfaction Questionnaire (MSQ). Demographic and professional data was also collected. The participants in the research hold a slightly positive attitude towards AI Application at work. They experience middle to high level of burnout and they show a low satisfaction state at work. This research provides descriptive, correlational evidence of the psychological disruption caused by AI in the workplace. The results highlight the importance of organizational support, training, and mental wellness programs to ensure a human-centric approach to AI adoption.

Keywords: Artificial Intelligence, Mental Health, Workplace, Burnout, Stress, Life Satisfaction

Introduction

According to U.S. law, artificial intelligence (AI) is a "machine-based system that can, for a given set of human-defined objectives, make predictions, recommendations, or decisions influencing real or virtual environments" (15 U.S. Code § 9401, 2023; Cornell Law, 2023). It is a system that tries to imitate a human in the actions of planning and thinking, such a system is capable of improving itself. AI research began in the mid-20th century, but the technology has only recently transitioned from primarily experimental applications to widespread utilization across all sectors of industry and society (Russell & Norvig, 2020; National Artificial Intelligence Initiative Office, 2024). This rapid growth has caused what is now described as an era of AI disruption, which has had a big effect on social, economic, and psychological systems (Brynjolfsson & McAfee, 2017; West et al., 2024). AI disruption in psychology presents opportunities for improved mental health support via digital interventions and tailored care (Naslund et al., 2023), while also raising intricate issues regarding human cognition, behavior, bias, and ethical responsibility in automated decision-making systems (Crawford, 2021; Binns, 2020). This shows the relationship between AI, psychology and its practices.

Many businesses employ AI, especially for marketing and management. More and more, systems are being used to help managers make decisions, automate advertising, and get more information about customers (NetGuru, 2025; Synthesia, 2025). While AI promises to make targeting markets easier, it has the potential to create problems for labor. As we rely more on data-driven automation, traditional

occupations are disappearing, people have less say in important choices, and job security is getting worse (McKinsey, 2025; PwC, 2024). This risks layoffs or it could make employees feel pressurized due to AI-mediated workflows. This tendency indicates a disruptive change, eroding established professional norms and rendering many persons obsolete in unprecedented manners in corporate history (Brynjolfsson & McAfee, 2017; West et al., 2024).

Corporate professionals hold different opinions about what this AI disruption could mean for their future, and they also have more mental health problems, like stress and burnout. Stress and burnout are important signs of mental health that make it harder to function in a team. Stress is the mental and physical reaction that arises when a person's demands are too much for them to handle, which causes emotional and cognitive strain (Lazarus & Folkman, 1984; McEwen & Akil, 2020). Burnout, on the other hand, is a specific work-related ailment that happens when stress at work lasts too long and isn't dealt with. The three main parts are feeling emotionally tired, feeling like you don't matter, and feeling like you haven't done anything meaningful (World Health Organization [WHO], 2019; Maslach & Leiter, 2016). When people get burned out, they typically feel tired, lose interest in their work, and get less done. This hurts their health and makes it harder for them to do their work well (Medpark Hospital, 2025; Verywell Mind, 2006; Edú-Valsania et al., 2022).

The culture of a company has a big effect on the mental health of its employees, including their stress levels, burnout, and overall happiness with life. High-performance work environments characterized by excessive workload and insufficient support often result in stress and burnout, potentially culminating in emotional exhaustion and disengagement (Maslach et al., 2001; Kiptulon, 2024). On the other hand, positive corporate cultures that promote open communication, offer mental health resources, and support work-life balance can reduce these risks and boost life satisfaction by fostering a sense of belonging and purpose (Cameron & Quinn, 2011; Ryan & Deci, 2017). Employees who perceive their workplace culture as beneficial typically report diminished stress levels, decreased burnout, and heightened overall life satisfaction and job fulfillment (Aggarwal, 2024; Edú-Valsania et al., 2022). This highlights the significance of organizational culture and its impact on employee mental health.

As AI becomes more important for marketing and management, how people feel about it becomes an important aspect in understanding its effectiveness at work. People's views toward AI include how they feel about it, what they think about it, and how likely they are to use it to make decisions, automate tasks, and influence businesses (Park, 2024). It's important to know these opinions because they affect how workers feel about AI, how willing they are to employ AI systems, and how happy and healthy they are at work. The "Attitudes Towards AI at Work" scale offers a systematic method to measure these factors, including perceived advantages, concerns, trust, and ethical considerations (Park, 2024). Studies indicate significant disparities in perspectives among groups, influencing employee responses to AI integration and subsequently impacting their engagement, collaboration, and resistance levels (Pew Research Center, 2025; McKinsey, 2025). Companies can manage the changes brought by AI better by simply acknowledging these perspectives, which would help individuals better their understanding of AI.

Many studies show that adding AI to the workplace has caused a lot of problems. These issues have made already existing issues like stress and exhaustion worse. Rapid technology advancement creates new demands, destabilizes employment, and transforms existing responsibilities, hence

increasing workplace stress and exacerbating burnout symptoms, such as emotional fatigue and disengagement (Kim et al., 2024; Maslach et al., 2001). Simultaneously, anxiety induced by AI and the sensation of relinquishing control can detrimentally affect employees' overall life satisfaction, potentially resulting in negative emotions that impact both their personal and professional well-being (Chen et al., 2018; Valtonen et al., 2025). These disruptions put the business culture to the test in terms of how well it can assist its personnel, especially when the company's answers don't do enough to help with the cognitive, emotional, and identity-related stress that comes with using AI (Rawashdeh, 2025; Hobfoll, 1989). How employees feel about AI also has an effect on the impact. How individuals feel and how quickly they adapt to AI-driven changes at work depends on whether they agree with them or not (Park, 2024). AI integration is not just an advancement in tech but also can create problems in people's minds. So, it is important for groups to protect their mental health during disruptive times.

Hypothesis

1. There will be positive correlation between the mental health indicators (stress, burnout) and attitudes towards AI application at work.
2. There will be negative correlation between life satisfaction and attitudes towards AI application at work.

Gaps

This study addresses key gaps in the literature by examining the psychological impact of AI disruption in the workplace, particularly within the Indian context. It also contributes empirical evidence on gender-based differences in attitudes towards AI, an area that remains underexplored.

Objective:

This study focuses on examining the relationship between exposure to AI in professional settings and key mental health indicators such as stress, burnout, and life satisfaction.. Understanding these links is essential to inform supportive workplace practices amid technological change.

Methods

For the current research, Descriptive research method has been used. There are 206 professionals working in marketing and management industry. The research intended to examine how exposure to AI in professional environments influences key mental health outcomes, including stress, burnout, and life satisfaction. Along with demographic data, the following tools have been used: The Maslach Burnout Inventory (MBI), The Attitudes towards AI Application at Work (AAAW) scale, and The Minnesota Satisfaction Questionnaire (MSQ) to measure the different mental health indicators and attitude towards AI.

The procedure of Data Collection has been Snowball and Judgmental Sampling. The questionnaire was circulated via google form. The participants were asked to give consent to share their data and responses for research related purposes. The questionnaire was a mix of standardized tools, participants were asked to indicate their knowledge of AI and were also asked about the size of their organization. Sampling Demography has been professionals working in marketing and management in India.

Data Analysis & Discussion

Demography

The final sample consisted of 206 participants ($N=206$), of whom 50% identified as male, 49.51% identified as female and 0.49% preferred not to disclose. Majority of participants were between 25-34 years of age, with a majority (41.75%) of them working in MNCs. Majority of the participants (38.83%) had over 15 years of professional experience. Regarding technological readiness, general self-reported knowledge of AI was Intermediate (42.72%).

Attitudes towards AI Application at Work Scale

Gender	Percentage	Mean
Prefer not to say	0.49%	79
Male	50.00%	78.58
Female	49.51%	77.17

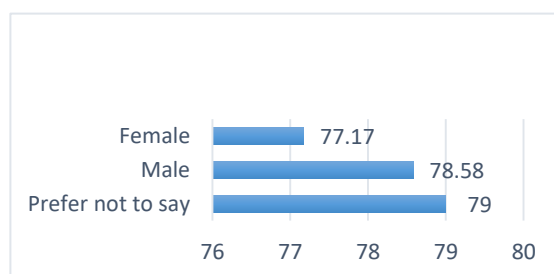


Table 1.6: Representation of respondents on the basis of Gender

Graph 1.6: Graphical representation of respondents on the basis of Gender

Table 1.6 shows that male respondents which made up 50 percent of the research sample got a mean score of 78.59 on Attitudes towards AI at work scale indicating a more positive attitude towards AI as compared to females.

Age	Percentage	Mean
Under 25 years	4.37%	74.33
25 - 34 years	26.70%	79.4
35 - 44 years	24.76%	78.01
45 - 54 years	20.39%	77.92
55 years or older	23.79%	76.67

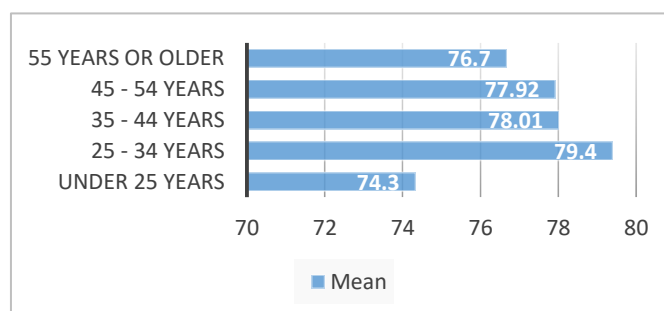


Table 1.7: Representation of respondents on the basis of Age

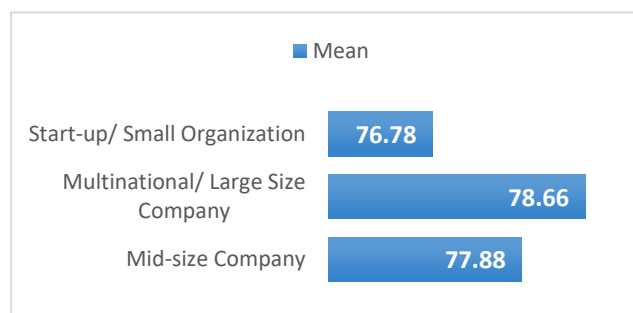
Graph 1.7: Graphical representation of respondents on the basis of Age

Respondents aged 25–34 years exhibited the most positive attitude towards AI at work, with the highest mean score (79.4), while those under 25 years had the lowest mean score (74.3), indicating a slightly negative attitude.

Type of organization	Percentage	Mean
Mid-size Company	29.13%	77.88
Multinational/ Large Size Company	41.75%	78.66
Start-up/ Small Organization	29.13%	76.78

Table 1.8: Representation of respondents on the basis of Type of Organization

Graph 1.8: Graphical representation of respondents on the basis of Type of organization



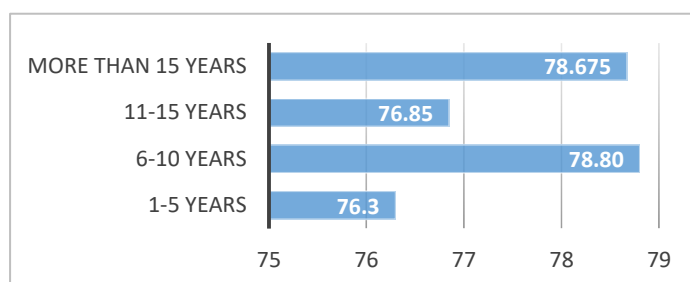
Regardless of the size of the company, employees possess positive attitudes towards AI at work with respondents working in Multinational or large size companies showing the most positive attitude towards AI at work by a small margin (78.67)

Professional experience	Percentage	Mean
1-5 years	19.42%	76.3
6-10 years	22.33%	78.80
11-15 years	19.42%	76.85
More than 15 years	38.83%	78.675

Table 1.9: Representation of respondents on the basis of Professional Experience

Graph 1.9: Graphical representation of respondents on the basis of Gender

Respondents with 6-10 years of professional experience show the most positive attitude towards AI as indicated by their mean score (78.80).

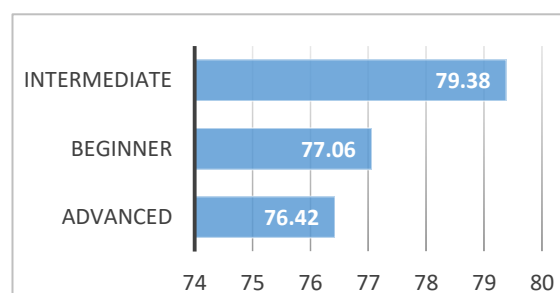


General knowledge of Artificial Intelligence (AI)	Percentage	Mean
Advanced	26.21%	76.42
Beginner	31.07%	77.06
Intermediate	42.72%	79.38

Table 1.10: Representation of respondents on the basis of self-reported knowledge of AI

Graph 1.10: Graphical representation of respondents on the basis of self-reported knowledge of AI

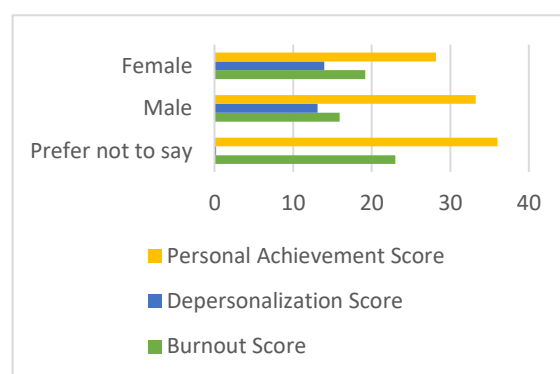
Respondents who report themselves to have an intermediate level of understanding of AI seem to have a more positive attitude towards AI at work as compared to the other 2 levels as indicated by the high mean score of these respondents (79.39)



Maslach Burnout Inventory

Gender	Burnout	Depersonalization	Personal Achievement
Prefer not to say	23	19.00	36
Male	15.92	13.11	33.25
Female	19.17	13.98	28.16

Table 1.11: Representation of respondents on the basis of Gender

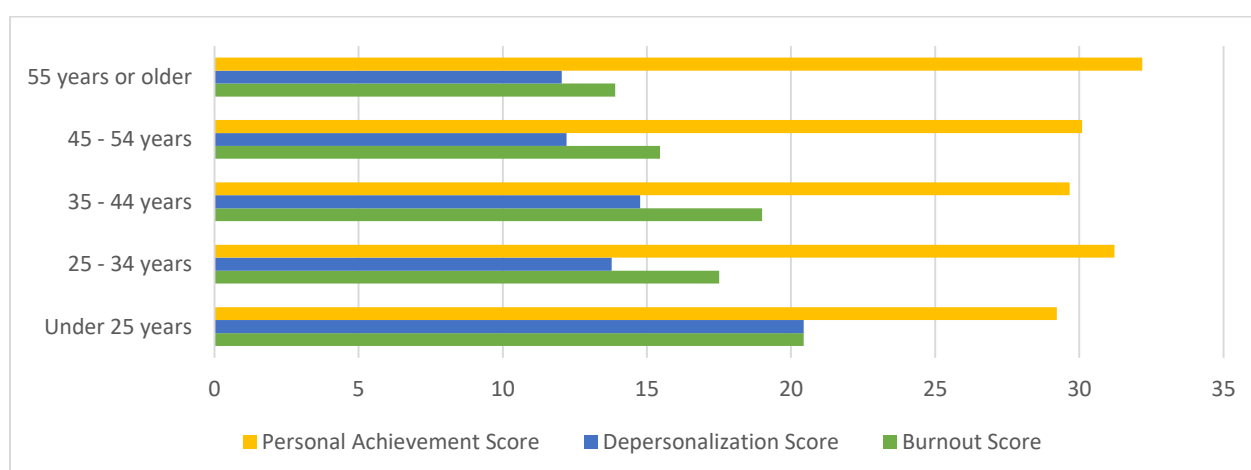


Graph 1.11: Graphical representation of respondents on the basis of Gender

Samples from both the genders tested indicate comparable levels of burnout with similar interpretations with the only exception being a moderate level of burnout experienced by females in the burnout dimension of the test as opposed to the low level of burnout experienced by males. In summary, both the genders experience similar levels of burnout with women experiencing more exhaustion as indicated by their scores on the burnout dimension.

Age	Burnout	Depersonalization	Personal Achievement
Under 25 years	20.44	20.44	29.22
25 - 34 years	17.50	13.77	31.21
35 - 44 years	19	14.76	29.66
45 - 54 years	15.45	12.21	30.09
55 years or older	13.89	12.04	32.18

Table 1.12: Representation of respondents on the basis of Age



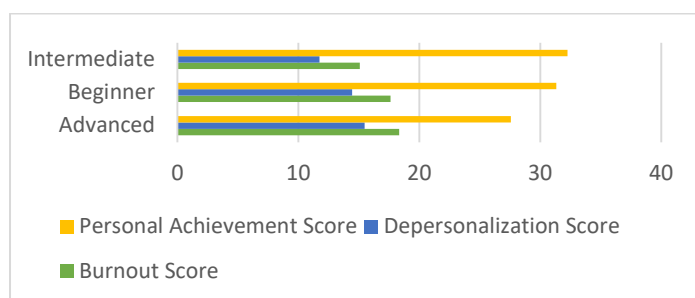
Graph 1.12: Graphical representation of data on the basis of Age

In summary, all age groups experience comparatively similar levels of burnout on the depersonalization and personal achievement dimensions. Differences in the mean scores on the burnout dimension are seen with respondents under 25 years of age and in between 35-44 years of

age experiencing moderate level of burnout and other age groups namely those between 25-34 years of age, 45-54 years of age and those which are 55 years or older in age experiencing low level of burnout.

Reported knowledge of AI	Burnout	Depersonalization	Personal Achievement
Advanced	18.35	15.48	27.57
Beginner	17.62	14.45	31.34
Intermediate	15.07	11.76	32.26

Table 1.13: Representation of respondents on the basis of self-reported knowledge of AI



Graph 1.13: Graphical representation of respondents on the basis of self-reported knowledge of AI

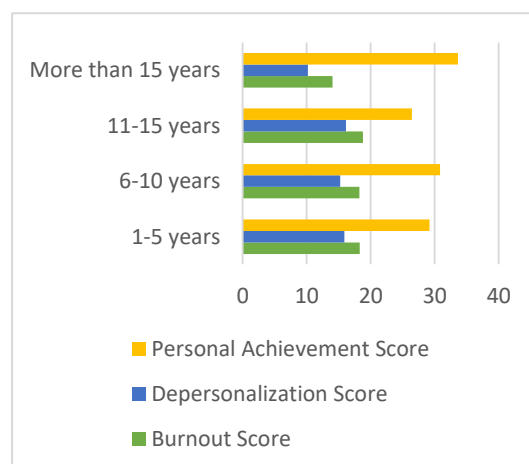
In summary, the respondents that report themselves to possess a beginner's knowledge of AI experience low level of burnout, high level of depersonalization and a high level of reduction in personal achievement. The respondents possessing intermediate knowledge of AI experience low level of burnout, moderate level of depersonalization and a high level of reduction in personal achievement. The respondents that possess advanced self-reported knowledge of AI experience moderate level of burnout, high level of depersonalization and a high level of reduction in personal achievements. So, out of the 3 self-reported levels of AI knowledge, the respondents possessing and advanced knowledge of AI are most at the risk of burnout.

Professional experience	Burnout	Depersonalization	Personal Achievement
1-5 years	18.3	15.875	29.175
6-10 years	18.26	15.23	30.84
11-15 years	18.8	16.125	26.45
More than 15 years	14.02	10.18	33.625

Table 1.14: Representation of respondents on the basis of professional experience

Graph 1.14: Graphical representation of respondents on the basis of Professional experience

In summary, the respondents with 1-5, 6-10 and 11-15 years of professional experience, scored moderately high on the burnout dimension whereas respondents with more than 15 years of professional experience, scored low on that particular dimension. All groups of working professionals experience similar high levels of burnout on the other two

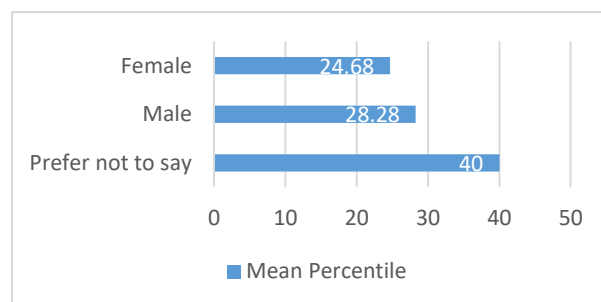


dimensions with the only exception being professionals with over 15 years of professional experience scoring moderately high on depersonalization. Thus, it can be said that experienced professionals face less fatigue at the very idea of work than those professionals with less experience.

Minnesota Satisfaction Questionnaire

Gender	Percentage	Mean Percentile
Prefer not to say	0.49%	40
Male	50.00%	28.28242718
Female	49.51%	24.68333333

Table 1.15: Representation of respondents on the basis of gender

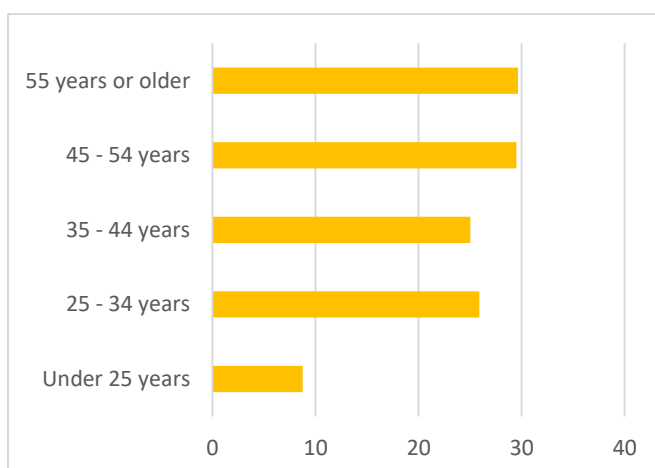


Graph 1.15: Graphical representation of respondents on the basis of gender

As per table 1.15, female respondents experience low level of satisfaction at work while male respondents experience average satisfaction at work.

Age	Percentage	Mean Percentile
Under 25 years	4.37%	8.74
25 - 34 years	26.70%	25.89
35 - 44 years	24.76%	25.02
45 - 54 years	20.39%	29.49
55 years or older	23.79%	29.65

Table 1.16: Representation of respondents on the basis of age

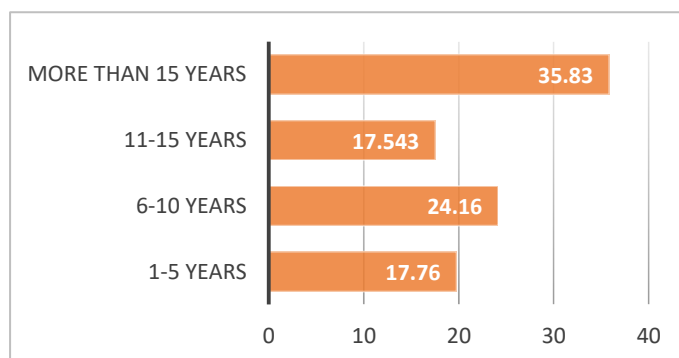


Graph 1.16: Graphical representation of respondents on the basis of age

An interpretation is older respondents have a higher life satisfaction at work by a small margin as older respondents experience average life satisfaction whereas younger respondents experience low level of life satisfaction.

Professional experience	Percentage	Mean Percentile
1-5 years	19.42%	19.76
6-10 years	22.33%	24.16
11-15 years	19.42%	17.54
More than 15 years	38.83%	35.83

Table 1.17: Representation of respondents on the basis of professional experience

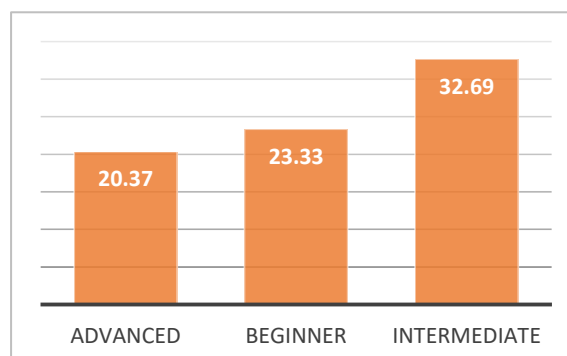


Graph 1.17: Graphical representation of respondents on the basis of professional experience

The respondents with over 15 years of professional experience got a mean percentile indicating average satisfaction at work. The rest of the respondents of all levels of professional experience got mean percentiles indicating low level of satisfaction at work.

General knowledge of AI	Percentage	Mean Percentile
Advanced	26.21%	20.37
Beginner	31.07%	23.33
Intermediate	42.72%	32.69

Table 1.18: Representation of respondents on the basis of self-reported knowledge of AI.

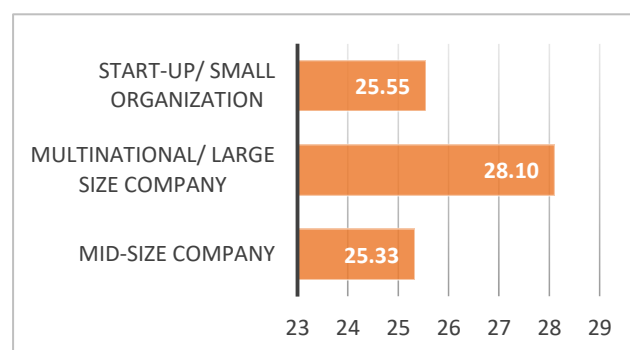


Graph 1.18: Graphical representation of respondents on self-reported knowledge of AI

Respondents who possess an intermediate level of knowledge of AI experience average level of satisfaction at work while respondents possessing a beginner's or advanced level of AI knowledge experience low level of satisfaction at work with advanced respondents experiencing the least amount of satisfaction

Type of organization	Percentage	Mean Percentile
Mid-size Company	29.13%	25.33
Multinational/ Large Size Company	41.75%	28.10
Start-up/ Small Organization	29.13%	25.55

Table 1.19: Representation of respondents on the basis of type of organization



Graph 1.19: Graphical representation of respondents on the basis of type of organization

Respondents who work in multinational/large size companies experience higher satisfaction at work as compared to respondents who work in mid-size companies or start-ups/small organizations.

A series of Pearson product-moment correlation analyses were conducted to investigate the hypothesized relationships between attitudes toward AI application at work and key well-being indicators. Contrary to the initial prediction (Hypothesis 1), the analysis revealed a weak, non-significant negative correlation between burnout and attitudes toward AI application at work ($r = -0.0839$, $p = 0.2305$, $N = 206$). This finding indicates that more positive attitudes were not associated with higher levels of burnout, thus failing to support Hypothesis 1. Similarly, Hypothesis 2, which predicted a negative correlation between life satisfaction and attitudes toward AI application at work, was also not supported. Instead, a weak, but statistically significant positive correlation was observed between life satisfaction and attitudes toward AI application at work ($r = 0.2262$, $p = 0.0011$, $N = 206$). Overall, the results suggest that the relationships between attitudes toward AI application and these well-being variables are either absent or opposite to the direction initially hypothesized.

Discussion and Conclusion

In the current research as per the data obtained it can be concluded that females have a slightly more negative attitude towards AI as compared to males, they experience a higher level of burnout as indicated by a higher score on the burnout dimension of MBI. They also experience lower levels of satisfaction at work as compared to male counterparts. Overall, the sample has a slightly positive attitude towards AI at work as indicated by a mean score of 77.88 on the Attitudes towards AI Application at Work scale which is just above the threshold. This suggests that the majority of the sample perceives AI positively at work, either viewing it as a helpful tool or just a new introduction in the industry that doesn't necessarily threaten their jobs. The test score of MBI indicated that the participants show a middle to high level of burnout. The MSQ scores indicate that the participants show a low satisfaction state at work that warrants attention but is not alarmingly poor.

Based on this information, the research concludes that there is an indication of positive correlation between mental health indicators, of stress and burnout and AI exposure. The research also concludes that there is a probability of negative correlation between life satisfaction and AI exposure. However, subsequent correlation analyses yielded results that did not support these initial hypotheses, necessitating a nuanced interpretation. The analysis failed to find evidence for the predicted positive correlation between burnout and positive attitudes toward AI application at work; the observed weak negative correlation was not statistically significant ($r = -0.0839$, $p = 0.2305$, $N=206$). This finding suggests the relationship between positive AI attitudes and workplace stress indicators is more complex than initially theorized and may be mediated by cognitive buffering or organizational support. Furthermore, the hypothesis predicting a negative correlation between life satisfaction and positive attitudes toward AI application was contradicted by the data. Instead, a statistically significant positive correlation was found ($r = 0.2262$, $p = 0.0011$, $N=206$). This unexpected positive relationship suggests that favorable AI attitudes may reflect a broader sense of self-efficacy or future competence related to well-being, or could indicate a phenomenon of reverse causality.

From the lens of psychology and industry, this research implies that measures need to be taken by the corporate sector to ensure well-being and less emotional exhaustion of employees working in the marketing and management industry. Especially, the female employees who experience higher levels of burnout and lower levels of satisfaction at work due to AI integration and exposure at work, organizations would need to take initiatives that focus on mental health and emotional well-being of the employees, this can be achieved through emotional training sessions and workshops. AI is here to innovate not to disrupt the mental peace of the mankind.

Acknowledgement

I would like to express my deepest gratitude to my supervisor, Dr. Sakshi Kaul, Head of the Department of Psychology, for their invaluable guidance, patience, and expert critiques throughout this research. Their leadership and academic vision have been instrumental in shaping this study from its inception to completion.

I am also sincerely grateful to all the participants who took part in this study. This research would not have been possible without their time, cooperation, and willingness to participate. Their contributions provided the essential data upon which this work is built.

Consent to Participate Declaration

Informed consent was obtained from all participants who are included in this study.

Ethics Declaration

All ethical protocols were strictly observed, including the procurement of informed consent from all participants. An ethical clearance certificate was obtained from the institution which is available from the corresponding author upon request.

Limitations & Future Directives

1. The research is more descriptive in nature at this stage to understand the associated variables.
2. There is also a greater need to understand the implication of AI in-depth for professionals to integrate it effectively in their workspace.
3. There is a need to understand causality using longitudinal studies that should be done around this topic to better understand the effects of AI on employees.

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