

## ATTITUDE TOWARD ARTIFICIAL INTELLIGENCE (AI) AND ROLE ON WORKERS' JOB INVOLVEMENT IN ANAMBRA STATE, NIGERIA.

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**ABSTRACT:** *This study examines Attitude Toward Artificial Intelligence (AI) and Role on Workers' Job Involvement in Anambra State, Nigeria. Anchored in Social Cognitive Theory (SCT), the study investigates the predictive relationships among the study variables, with additional consideration of education level, work sector, and age. Using a factorial design, 220 participants (40 males, 180 females; mean age = 32.5 years) were recruited via cluster sampling and completed structured online questionnaires, including the AI Attitude Scale (AIAS), and Job Involvement Scale (JIS). Multiple Analysis of Variance (MANOVA) was employed to test hypotheses at  $p < 0.05$  significance level. Findings revealed that positive attitudes toward AI significantly predicted higher job involvement ( $\eta^2 = 0.331$ ,  $p < 0.000$ ). Gender significantly moderated these relationships, with male employees showing stronger AI-related engagement than females ( $\eta^2 = 0.281$ ,  $p < 0.000$ ). However, interaction effects between gender and work sector significantly shaped perceptions of AI's role in workplace efficiency. The implication of the study is that gender-inclusive in AI training programs enhances workplace policies that foster digital adaptability. Recommendations are highlighted to include integrating AI literacy into professional development initiatives, addressing gender disparities in technology acceptance, and promoting participatory AI implementation frameworks. The findings contribute to knowledge that workplace psychology and technology adoption facilitate employee engagement and productivity. By bridging technological advancements and human-centered workplace practices, this study provides a foundation for culturally adaptive AI policies that optimize both employee performance and satisfaction.*

**KEYWORDS:** Attitude, Artificial Intelligence (AI), Workers, Job Involvement, Anambra State, Nigeria.

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### INTRODUCTION

The rapid integration of Artificial Intelligence (AI) into modern workplaces has precipitated significant transformations in organizational operations, employee work patterns, and overall business performance (Uche et al., 2023). In Anambra State, Nigeria, where industries are gradually adopting AI-driven processes, understanding the interplay between employees' attitudes toward AI and critical workplace outcomes has become imperative. This study examines the relationship between workers' attitudes toward AI and job involvement. The research is particularly significant in the Nigerian context, where technological adoption often intersects with unique socio-cultural and economic realities (Nwosu et al., 2022).

Job involvement refers to the degree to which employees identify psychologically with their work, perceive their job as central to their identity, and actively engage in their job roles (Kanungo, 1982). In the context of the modern workplace, particularly in Anambra State, Nigeria, job involvement has become a critical factor in determining employee productivity and organizational success. High levels of job involvement are associated with increased motivation, job satisfaction, and commitment, which in turn enhance organizational effectiveness (Adeoye & Fields, 2014). The concept of job involvement is particularly relevant in the era of Artificial Intelligence (AI), where technological advancements are reshaping job roles and responsibilities. As AI systems are increasingly integrated into workplaces, employees' attitudes toward these technologies

may influence their level of engagement and involvement in their jobs. For instance, workers who perceive AI as a supportive tool that enhances efficiency may exhibit higher job involvement, whereas those who view AI as a threat to job security may experience reduced engagement (Okafor et al., 2020).

In Anambra State, where industries are gradually adopting AI-driven processes, understanding how workers perceive and interact with these technologies is crucial in fostering job involvement. Furthermore, job involvement is closely linked to proactive work behaviour, as engaged employees are more likely to take initiative, seek improvements, and contribute innovatively to organizational goals (Fagbohunbe & Akinbode, 2015). In the face of AI adoption, workers with high job involvement are more likely to adapt proactively, leveraging AI tools to enhance productivity rather than resisting change.

This adaptability is essential for organizational effectiveness, as businesses in Anambra State must remain competitive in a rapidly evolving technological landscape. However, workers' job involvement serves as a foundational element in the relationship between AI adoption, proactive work behaviour, and organizational effectiveness. As AI continues to transform workplaces in Anambra State, fostering positive attitudes toward these technologies while ensuring employees remain psychologically invested in their jobs will be key to sustaining productivity and growth.

Attitude toward Artificial Intelligence (AI) refers to the cognitive, affective, and behavioural predispositions that individuals hold regarding AI technologies in the workplace (Ajzen, 1991). In the Nigerian context, particularly in Anambra State, employees' attitudes toward AI range from enthusiastic adoption to cautious skepticism, significantly influencing how these technologies are integrated into organizational processes (Nwosu et al., 2022). As AI becomes increasingly prevalent across various sectors, understanding these attitudes is crucial for successful implementation and organizational effectiveness. Research indicates that employees' attitudes toward AI are shaped by

multiple factors, including perceived usefulness, ease of use, and potential job impact (Davis, 1989; adapted for AI context by Okeke et al., 2021). In Anambra State's industrial landscape, where traditional work methods often coexist with emerging technologies, workers who perceive AI as enhancing their job performance tend to exhibit more positive attitudes (Uche et al., 2023). Conversely, those who view AI as threatening job security or requiring unattainable technical skills may resist adoption (Ezeah & Ohazurike, 2022).

The Technology Acceptance Model (TAM) provides a useful framework for understanding these attitudes in Nigerian work environments (Okafor & Ugwu, 2020). Studies in Anambra's manufacturing sector reveal that when AI systems are perceived as user-friendly and clearly beneficial to task completion, employees demonstrate greater willingness to engage with them (Onyema et al., 2021). This is particularly evident in industries where AI applications have visibly reduced workloads or improved accuracy, such as inventory management systems in retail or diagnostic tools in healthcare (Nnamani & Okonkwo, 2023).

Many workers in Anambra State express concerns about AI systems being "foreign" technologies not adapted to local work contexts (Igbokwe et al., 2022). This highlights the need for culturally sensitive AI implementation strategies that address specific regional workplace dynamics. Furthermore, varying levels of digital literacy across the workforce create disparities in AI acceptance, with younger, more tech-savvy employees generally showing more positive attitudes than older counterparts (Chukwu & Eze, 2023). The relationship between AI attitudes and work outcomes is particularly significant. Employees with positive AI attitudes demonstrate higher job involvement, as they view AI as a tool for professional growth rather than a threat (Obi & Eze, 2022).

Artificial Intelligence has transitioned from a futuristic concept to an operational reality in many Nigerian organizations, particularly in banking, healthcare, and manufacturing sectors (Okafor & Ugwu, 2020). However, the successful implementation of AI technologies

depends not just on technical feasibility but also on human factors, particularly employees' acceptance and engagement with these systems (Okeke et al., 2021). Workers' attitudes toward AI—encompassing their perceptions, emotions, and behavioural intentions regarding these technologies—serve as a critical determinant of how effectively organizations can harness AI's potential (Ajzen, 1991; adapted for AI context). In Anambra State, where digital transformation is occurring alongside existing traditional work systems, these attitudes are particularly nuanced and merit careful examination.

Attitudes toward AI in Anambra State workplaces are complex and multifaceted, influenced by technological, psychological, and sociocultural factors. These attitudes serve as a critical determinant in how AI impacts job involvement, proactive work behaviours, and, ultimately organizational effectiveness. Understanding and positively shaping these attitudes will be essential for successful AI integration in Nigerian organizations.

### **Statement of the Problem**

The rapid advancement and adoption of Artificial Intelligence (AI) technologies in workplaces across the globe have ushered in a new era of efficiency, automation, and data-driven decision-making. However, in Anambra State, Nigeria, the integration of AI into organizational operations presents unique challenges that threaten to undermine its potential benefits if not properly addressed. This research identifies several critical problems that hinder the successful adoption of AI and its positive impact on workers' job involvement.

One of the primary problems this study seeks to address is the prevalent resistance to AI adoption among employees in Anambra State. Many workers perceive AI as a threat to job security rather than a tool for enhancement (Ezeah & Ohazurike, 2022). This fear stems from misconceptions that AI will replace human roles, leading to unemployment or deskilling. In industries such as banking, manufacturing, and customer service, where AI-driven automation is being introduced, employees often exhibit skepticism and reluctance to engage with new technologies. If left unaddressed, this resistance

can result in low adoption rates, reduced productivity, and failure to realize AI's full potential.

Another significant problem is the decline in job involvement among employees when AI systems are poorly implemented. Job involvement—defined as the psychological commitment and engagement employees have toward their work—can suffer when workers feel disconnected from AI-enhanced processes (Obi & Eze, 2022). In Anambra State, many organizations introduce AI without adequate training or employee involvement in the transition process. As a result, workers may feel alienated, leading to disengagement, decreased motivation, and lower productivity. This problem highlights the need for strategies that foster job involvement while integrating AI into workflows.

A major barrier to AI adoption in Anambra State is the digital skills gap among workers. Many employees lack the technical proficiency required to operate AI-driven tools, leading to frustration and resistance (Chukwu & Eze, 2023). While younger, tech-savvy employees may adapt quickly, older workers or those with limited exposure to digital tools struggle to keep pace. Organizations often fail to provide sufficient training, exacerbating the problem. This study explores how upskilling initiatives and user-friendly AI designs can mitigate this challenge.

However, beyond individual attitudes, broader cultural and infrastructural challenges hinder AI adoption in Anambra State. Unstable power supply, poor internet connectivity, and limited access to modern technology infrastructure make AI deployment difficult (Igbokwe et al., 2022). Additionally, cultural resistance to "foreign" technologies creates skepticism among workers who prefer traditional methods. These systemic issues require policy-level interventions alongside organizational strategies to create an enabling environment for AI.

While global studies on AI and workplace dynamics abound, there is a scarcity of localized research examining how AI affects Nigerian employees, particularly in Anambra State (Nwosu et al., 2022). Most existing studies

focus on Western or Asian contexts, which may not fully capture the socio-economic and cultural nuances of Nigeria. This research gap makes it difficult for organizations in Anambra State to make informed decisions about AI adoption. By providing empirical data, this study aims to fill this knowledge gap and offer context-specific insights.

The problems identified in this research highlight the urgent need for a structured approach to AI adoption in Anambra State. By investigating the influence of AI attitudes and job involvement this study provides actionable solutions to ensure that AI serves as a tool for growth rather than a source of disruption. The findings will guide organizations in implementing AI strategies that are both technologically sound and human-centric.

#### **Purpose of the Study**

1. To examine whether workers' attitudes toward artificial intelligence (AI) significantly influence their job involvement in organizations across Anambra State, Nigeria.
2. To investigate whether the interaction between workers' attitudes toward AI and gender significantly affects their level of job involvement.

#### **Research Questions**

1. Does workers' attitude toward AI significantly influence their job involvement in Anambra State, Nigeria?
2. Does the interaction between workers' AI attitudes and gender significantly affect their job involvement?

#### **Significance of the Study**

The significance of this study lies in its multidimensional contribution to academic discourse, organizational practices, policy formulation, and societal development in the context of artificial intelligence adoption in Nigerian workplaces. As Anambra State gradually integrates AI technologies across various industries, this research provides timely insights into the human dimensions of technological change, offering valuable perspectives for multiple stakeholders. The

study's importance stems from its potential to bridge critical gaps in both theory and practice while addressing pressing concerns about workforce adaptation in the Fourth Industrial Revolution.

From a theoretical standpoint, this research makes substantial contributions to organizational behaviour and technology acceptance literature. While existing studies on AI adoption predominantly focus on Western and Asian contexts, this investigation provides empirical data from Nigeria's unique socio-economic environment, enriching global understanding of technology-workforce dynamics. The study expands the application of the Technology Acceptance Model (TAM) by examining how attitudes toward AI influence not just technology usage but also deeper psychological engagement with work. Furthermore, it tests the relevance of gender theories in technological contexts, revealing whether established frameworks adequately explain AI adoption patterns in developing economies. These theoretical advancements are particularly valuable for scholars seeking to understand technology adoption in under-researched African contexts.

At a societal level, this research addresses growing concerns about the impact of automation and AI on employment in Nigeria. By empirically examining the relationship between AI attitudes and job involvement, the study provides much-needed clarity on how emerging technologies actually affect workers' engagement and job security. This evidence can help dispel common myths about AI-driven job displacement while identifying genuine challenges that need attention. The focus on gender dynamics adds another layer of social relevance, highlighting potential disparities in technology adoption that could exacerbate existing workplace inequalities if left unaddressed.

#### **Operational Definitions of Key Study Terms** **Attitude Towards Artificial Intelligence (AI):**

This refers to an individual's perception and dispositions of Artificial Intelligence (AI) and its applications in human endeavours, as measured by General Attitudes Towards

Artificial Intelligence Scale (GAAIS) by Schepman and Rodway (2020)

**Job Involvement:** This refers to the extent to which employees identify with their work roles, experience a sense of significance and personal attachment to their tasks, and perceive their contributions as meaningful within the organizational context as measured by Job Involvement Questionnaire developed by Ashok Pratap Singh (1989).

## LITERATURE REVIEW

### Theoretical Review

#### Job Involvement

#### The Job Characteristics Model (JCM) by Hackman & Oldham (1976).

The Job Characteristics Model (JCM), developed by J. Richard Hackman and Greg Oldham, stands as a foundational framework for understanding the intricacies of work design and their impact on employee motivation and satisfaction. Rooted in the idea that certain job characteristics can lead to enhanced job performance and employee well-being, the JCM provides a comprehensive lens through which scholars and practitioners can analyze and optimize the design of work. At its core, the JCM is built upon the fundamental premise that there are five core job characteristics that influence employees' psychological states and, subsequently, their motivation and job satisfaction. These characteristics are skill variety, task identity, task significance, autonomy, and feedback (Hackman & Oldham, 1976). Each of these elements contributes to shaping the nature of work experiences and plays a pivotal role in influencing employees' perceptions of their roles within the organization.

Skill variety, the first component of the JCM, refers to the degree to which a job requires the application of various skills and talents. Task identity, the second characteristic, pertains to the extent to which a job involves completing a whole and identifiable piece of work. Task significance, the third element, focuses on the impact and importance of the job in contributing to the larger organizational goals and society. Autonomy, the fourth characteristic, addresses the degree of

independence and discretion employees have in carrying out their tasks. Finally, feedback, the fifth component, emphasizes the provision of clear and direct information about job performance. The interplay of these characteristics within the JCM is designed to impact three critical psychological states: experienced meaningfulness of work, experienced responsibility for work outcomes, and knowledge of results (Hackman & Oldham, 1980). These states, in turn, influence critical outcomes such as job satisfaction, motivation, and overall well-being.

However, the JCM is not without its limitations. Critics argue that the model may not fully capture the complexity of modern work environments, particularly those influenced by rapid technological advancements and changes in organizational structures (Parker & Wall, 1998). The model's emphasis on individual characteristics may not fully address the collective and social aspects of work that have become increasingly significant in contemporary organizational settings. The Job Characteristics Model offers a valuable lens for understanding how the design of work influences employee motivation and satisfaction. Its emphasis on intrinsic job characteristics and their impact on psychological states provides a comprehensive framework for organizations seeking to enhance the quality of work experiences. As organizations navigate the complexities of the modern workplace, the JCM remains a relevant and influential model for optimizing job design and fostering positive work outcomes.

### Empirical Review

#### On Job Involvement

Choi and Choi (2021) utilized machine learning techniques to predict job involvement based on individual factors. The study demonstrated that job involvement could be effectively predicted using demographic and personal attributes, offering a novel approach to understanding employee engagement.

Adiele and Eketu (2023) looked into the connection between hotel staff participation and Port Harcourt establishments' overall resilience. In order to learn more about these

establishments, the researchers used a cross-sectional study method. The 237 workers that participated in our survey made up the study's population. Completed questionnaires from a total of 204 individuals were collected for this study's field survey. Spearman's Rank Order Correlation was used as the method of analysis for this investigation. Correlations between variables were evaluated using the coefficient statistic, and preconceived notions were put to the test using the p-value.

To investigate the moderating role of organizational culture in the association between the predictor and criterion variables, a multivariate level analysis was performed using regression analysis. The study found that indicators of resilience, such as adaptive capacity, innovation, and robustness, were positively correlated with various aspects of employee performance management, such as employee involvement, reward system, and performance appraisal. The role of organisational culture in mediating the association between these factors was also shown to be substantial.

Buodeigha et al. (2023) examined the correlation between employee involvement and the organisational resilience of manufacturing firms located in Rivers State. A representative sample of 160 participants was selected from the population of manufacturing firms in Rivers State. The research design employed in this study was cross-sectional. The data utilised in this study were acquired through the implementation of a structured questionnaire. The data that was acquired was subjected to analysis using the Spearman Rank Correlation Coefficient. The study provides evidence to support the notion that employee involvement plays a crucial and substantial role in enhancing the adaptive capacity and innovativeness of manufacturing firms located in Rivers State. It is advisable for manufacturing firms to assess the influence of employee involvement as a means of monitoring their advancement and implementing any required modifications

#### **METHOD**

**Participants:** The participants for the study were 220 workers drawn from Anambra

Senatorial Zones (North, Central and South), Anambra State, Nigeria. The participants comprised of 40(18.18%) males, and 180(81.82%) females. Their age ranged from 21 to 45 years. The mean age was 33.77, and the standard deviation was 6.38. Marital status: 128(58.18%) were married and 85(38.647%) were single. Educational level data showed that 7(3.18%) had Secondary School Certificate, 128(58.18%) had Bachelor of Sciences, 23(10.45%) had Higher National Diploma, 18(8.18%) had National Diploma/National Certificate, 37(16.82%) had Master of Science and 7(3.18%) had Ph.D.

The work sector showed that 187(85.00%) work in the public sector and 33(15.00%) work in the private sector. Occupational status data indicated that 212(96.36%) were public secondary school teachers, and 18(8.18%) were private secondary school teachers. Senatorial zones data showed that 57(25.91%) were drawn from Anambra North, 59(26.82%) were drawn from Anambra South, and 104(47.27%) were drawn from Anambra Central. The cluster sampling technique was used to select the cities. A convenient sampling technique was used to select the participants. This was based on willingness and accessibility of the participants.

#### **Instruments**

**General Attitudes towards Artificial Intelligence Scale (GAAIS) by Schepman and Rodway (2020):** The instruments consist of 20 items, and respondents indicated their level of agreement using a 5-point Likert scale from strongly disagree (0) to strongly agree (4). To explore the extent to which rated comfortableness could be captured as a function of the perceived capability of AI in comparison with humans, a correlation was run on the average rating for each item on both these measures. Shapiro-Wilks tests detected no significant deviation from a normal distribution for either measure. Therefore, a Pearson's correlation was run, giving  $r = .83$ ,  $N = 42$ ,  $p < .001$ ,  $r^2 = .69$ . This was a relatively high association between the two variables but with 31% of residual variance. The instrument was given convergent validity with the

Organizational Effectiveness Inventory Model (OEIM)= .98, and Cronbach Alpha= .82. In this study, the researcher reported Cronbach alphas of 0.81 for positive perception, 0.82 for apprehension, 0.82 for functional acceptance, while 0.82 for the overall scale.

**Job Involvement Scale by Lodahl and Kejner(1965)**

The 20-item Job Involvement Scale (JIS) measures job involvement, which is defined as “the degree to which a person’s work performance affects his self-esteem.” A six-item version consists of the following items: 3, 6, 8, 11, 15, and 18. The JIS is the most frequently cited instrument to measure job involvement. In addition, many instruments were based on their work. JIS was measured using a 5-point Likert scale anchored with the end points 1=strongly disagree to 5=strongly agree. Sample: The original samples consisted of 137 nursing personnel (head nurses, staff nurses, registered nurses, practical nurses, nurse aides, and orderlies), 70 engineers, and 46 graduate students studying business administration. Reliability: Corrected split-half correlation coefficients were 0.72 for nurses, 0.80 for engineers, and 0.89 for graduate students. Validity: Information about discriminant validity is provided.

Four sets of data measured the relationship between job involvement and other

variables. Factor Analysis: Multiple factor analytic procedures were performed and a three-factor solution was accepted. Data Analysis: Means and standard deviations are provided. This instrument was given convergent validity with the Organizational Effectiveness Inventory Model (OEIM). The instrument had Convergent validity with OEIM= .98, Cronbach Alpha= .80 Nwankwo et al (2024). In this study, the researcher reported Cronbach alphas of 0.81 for work cognitive engagement, 0.82 for job emotional engagement, 0.82 for low work engagement, and 0.82 for work-driven engagement. The overall scale has a Cronbach's alpha of 0.80.

**Design and Statistics**

The study used factorial design and Multivariate Analysis of Variance as appropriate statistics because the study is geared towards ascertaining the differential interinfluence among the study variables. The MANOVA is used to determine whether there are any differences between independent groups on more than one continuous dependent variable.

**RESULT**

The collected data were analyzed with the IBM SPSS version 25. The data were from the administered questionnaire, which attained interval measurement.

**Table 1: Descriptive Statistics for the Continuous Variables of the Study**

	AGE	PP-AI	AT-AI	FA-AI	AI-ATT	WCE	JEE	LWE	WDB	JI
N	220	220	220	220	220	220	220	220	220	220
Mean	33.8	28.5	25.3	16.1	69.6	23.4	18.5	17.8	11.0	70.7
Mode	35.5	28.0	28.0	14.0	66.0	24.0	20.0	20.0	8.0	65.0
SD	6.4	4.9	5.6	4.0	8.3	4.1	4.3	5.8	2.5	9.1
Skew.	.3	-.9	.1	.4	.82	-.4	-.1	-.0	.1	.4
SES	.2	.2	.2	.2	.2	.2	.2	.2	.2	.2
Kurt.	-.2	1.2	.1	-.5	1.3	.1	-.0	-.4	-1.2	.7
SEK	.3	.3	.3	.3	.3	.3	.3	.3	.3	.3
Min	25.5	11.0	12.0	7.0	48.0	12.0	9.0	3.0	6.0	52.0
Max	55.5	35.0	40.0	25.0	100.0	30.0	31.0	30.0	15.0	98.0

**Source:** Questionnaire primary data. **KEY:** PP-AI= Positive Perception of AI, AT-AI= Apprehension Towards AI, FA-AI= Functional Acceptance of AI, AI-ATT= AI Attitude, WCE= Work Cognitive Engagement, JEC= Job Emotional Engagement, LWE= Low Work Engagement, WDB = Work-driven Behaviour, JI= Job Involvement, SES = Standard Error Skewness, SEK = Standard Error Kurtoses, SD= Standard Deviation, SKEW=Skewness, KURT=Kurtosis, MIN=Minimum, MAX=Maximum.

From the table 1, all the mean(s) were above average. The SDs were constrict Again, except for the AI Attitude (AI-ATT) with 0.82, all the variables have their skewness being very low or negative. This indicates a tendency to perceive artificial intelligence with some elements of

caution. The kurtoses for the variables were below 3.0 benchmark. For AI Attitude, most participants were those (66.0) whose responses were below the average (69.6). Again, most responses for Job Involvement (JB) happened at the below (65.0) the average (70.7).

**Table 2: Tests of Between-Subjects Effects for Attitude towards AI, Workers' Gender, and Job Involvement**

Source	Dependent Variable	Type III Sum of Squares	df	Mean Square	F	Sig.	Partial Eta Squared	Noncent. Parameter	Observed Power
PPAI	JOB INVOLVEMENT	217.035	1	217.035	4.618	.033	.026	4.618	.570
	Work Cognitive Engagement	.514	1	.514	.045	.832	.000	.045	.055
	Job Emotional Engagement	66.950	1	66.950	4.505	.035	.026	4.505	.560
	Low Work Engagement	.443	1	.443	.015	.903	.000	.015	.052
	Work-Driven Behaviour	26.702	1	26.702	5.478	.020	.031	5.478	.643
ATAI	JOB INVOLVEMENT	126.814	1	126.814	2.698	.102	.016	2.698	.372
	Work Cognitive Engagement	.681	1	.681	.060	.807	.000	.060	.057
	Job Emotional Engagement	38.881	1	38.881	2.616	.108	.015	2.616	.363
	Low Work Engagement	2.264	1	2.264	.076	.784	.000	.076	.059
	Work-Driven Behaviour	18.893	1	18.893	3.876	.051	.022	3.876	.499
FAAI	JOB INVOLVEMENT	6.883	1	6.883	.146	.702	.001	.146	.067
	Work Cognitive Engagement	18.756	1	18.756	1.651	.201	.010	1.651	.248
	Job Emotional Engagement	15.252	1	15.252	1.026	.312	.006	1.026	.172
	Low Work Engagement	.036	1	.036	.001	.972	.000	.001	.050
	Work-Driven Behaviour	10.496	1	10.496	2.153	.144	.013	2.153	.309
AIATT	JOB INVOLVEMENT	3955.967	29	136.413	2.903	.000	.331	84.178	1.000
	Work Cognitive Engagement	618.969	29	21.344	1.879	.007	.243	54.488	.994
	Job Emotional Engagement	544.309	29	18.769	1.263	.182	.177	36.623	.929
	Low Work Engagement	1062.423	29	36.635	1.223	.215	.173	35.471	.918
	Work-Driven Behaviour	196.884	29	6.789	1.393	.101	.192	40.390	.955
GEN	JOB INVOLVEMENT	677.262	1	677.262	14.411	.000	.078	14.411	.965
	Work Cognitive Engagement	80.596	1	80.596	7.095	.008	.040	7.095	.754
	Job Emotional Engagement	35.879	1	35.879	2.414	.122	.014	2.414	.339
	Low Work Engagement	3.832	1	3.832	.128	.721	.001	.128	.065
	Work-Driven Behaviour	82.798	1	82.798	16.986	.000	.091	16.986	.984
AIATT & GEN	JOB INVOLVEMENT	3120.365	16	195.023	4.150	.000	.281	66.398	1.000
	Work Cognitive Engagement	407.285	16	25.455	2.241	.006	.174	35.853	.978
	Job Emotional Engagement	462.102	16	28.881	1.943	.020	.155	31.092	.953
	Low Work Engagement	1083.955	16	67.747	2.262	.005	.176	36.190	.980
	Work-Driven Behaviour	123.019	16	7.689	1.577	.080	.129	25.237	.889
Total	JOB INVOLVEMENT	1118688.000	220						
	Work Cognitive Engagement	124401.000	220						
	Job Emotional Engagement	79671.000	220						
	Low Work Engagement	76865.000	220						
	Work-Driven Behaviour	27905.000	220						

Computed using alpha = .05. ;

**Source:** Questionnaire primary data. **KEY:** PPAI= Positive Perception of AI, ATAI= Apprehension Towards AI, FAAI= Functional Acceptance of AI, AIATT= AI Attitude, GEN = Gender.

**HYPOTHESIS ONE:** Table 2 shows that the hypothesis one which states that “attitude towards artificial intelligence (AI) will not significantly influence workers’ job involvement in Anambra State, Nigeria” was rejected ( $F(1, 29) = 2.903; p > 0.000$ ). It indicates that attitude towards artificial intelligence (AI) significantly influenced workers’ job involvement in

Anambra State, Nigeria. The influence was  $\eta^2 = 0.331$  (33.1%). The observed power of 1.000 showed an absolute statistical strength of attitude towards AI at  $P > 0.05$ . The non-centrality parameter ( $\delta = 84.178$ ) was far above 0, indicating a high degree to which the null hypothesis is false. Again, attitude towards artificial intelligence (AI) significantly influenced “Work Cognitive Engagement”

dimension of workers' job involvement ( $F(1, 29) = 1.879; p > 0.007$ ).

**HYPOTHESIS TWO:** Table 3 shows that the hypothesis two, which states that "attitude towards artificial intelligence (AI) interacting with gender will not significantly influence workers' job involvement", was rejected ( $F(1, 16) = 4.150; p > 0.000$ ). It indicates that attitude towards artificial intelligence (AI) interacting with gender significantly influenced workers' job involvement in Anambra State, Nigeria. The influence was  $\eta^2 = 0.281$  (28.1%). The observed power of 1.000 showed an absolute statistical strength of attitude towards AI and gender at  $P > 0.05$ . The non-centrality parameter ( $\delta = 66.398$ ) was far above 0, indicating a high degree to which the null hypothesis is false. Again, attitude towards artificial intelligence (AI) interacting with gender significantly influenced "Work Cognitive Engagement" ( $F(1, 16) = 2.241; p > 0.006$ ), "Job Emotional Engagement" ( $F(1, 16) = 1.943; p > 0.007$ ), and "Low Work Engagement" ( $F(1, 16) = 2.262; p > 0.005$ ) dimensions of workers' job involvement respectively.

### **Summary of Findings/Results**

1. Attitude towards artificial intelligence (AI) significantly influenced workers' job involvement in Anambra State, Nigeria.
2. Attitude towards artificial intelligence (AI) significantly influenced the "Work Cognitive Engagement" dimension of workers' job involvement.
3. Attitude towards artificial intelligence (AI) interacting with gender significantly influenced workers' job involvement.
4. Attitude towards artificial intelligence (AI) interacting with gender significantly influenced the "Work Cognitive Engagement" dimension of workers' job involvement.
5. Attitude towards artificial intelligence (AI) interacting with gender significantly influenced the "Job Emotional Engagement" dimension of workers' job involvement.

6. Attitude towards artificial intelligence (AI) interacting with gender significantly influenced the "Low Work Engagement" dimension of workers' job involvement.

### **DISCUSSION**

The result of Hypothesis One revealed that attitude toward artificial intelligence (AI) significantly influenced workers' job involvement in Anambra State. The hypothesis, which stated that "attitude toward AI will not significantly influence workers' job involvement," was statistically rejected based on the outcome of the analysis. The analysis revealed a statistically significant influence with  $F(1, 29) = 2.903; p > 0.000$ , indicating a very strong relationship between the independent variable (attitude toward AI) and the dependent variable (job involvement). The effect size, represented by  $\eta^2 = 0.331$ , shows that approximately 33.1% of the variance in job involvement was explained by workers' attitudes toward AI. This is a substantial proportion, indicating a strong predictive power. Additionally, the observed power of 1.000 suggests an extremely high degree of confidence in the result, minimizing the risk of Type II error. The non-centrality parameter ( $\delta = 84.178$ ), being significantly above zero, further reinforces the robustness of the statistical outcome and the falsification of the null hypothesis.

This result implies that workers who held more positive attitudes toward AI were more likely to be psychologically invested, enthusiastic, and engaged in their jobs. The finding supports the assertion that employees' perceptions and openness to technological advancement can directly influence how involved they feel in their work. This is particularly important in an era of rapid AI integration in various workspaces across sectors such as education, healthcare, and finance. When workers perceive AI as a tool that supports their productivity and creativity or reduces job strain, they tend to exhibit greater cognitive and emotional investment in their roles.

This outcome is in line with previous research findings. For instance, Shin (2021) found that perceived usefulness and perceived

ease of use of AI technologies significantly predicted user engagement and involvement in the workplace. Employees who felt that AI was helpful and easy to use tended to report higher work motivation and deeper job identification. Similarly, Cheng, Liu, and Yu (2021) noted that employees' positive attitudes toward AI systems in academic and administrative settings fostered a sense of ownership and responsibility toward their roles, thereby increasing job involvement.

Theoretically, this finding is anchored in the Technology Acceptance Model (TAM) by Davis (1989), which suggests that the extent to which a new technology is adopted and integrated into behaviour depends largely on two cognitive variables: perceived usefulness and perceived ease of use. Positive attitudes toward AI reflect favorable evaluations of its usefulness and user-friendliness, which in turn promote higher levels of acceptance and integration into daily work routines. When individuals accept AI and see it as a beneficial enhancement to their job functions, it increases their intrinsic motivation and emotional connection to their work—key elements of job involvement as defined by Kanungo (1982).

Moreover, job involvement is not merely an affective response but a behavioural orientation where employees align their personal identity with their professional role. Positive attitudes toward AI contribute to this alignment by reducing perceived threats and increasing feelings of competence, relevance, and adaptability in the evolving digital workplace. This is consistent with the broader literature that connects technology adoption with positive work outcomes, such as job satisfaction, organizational commitment, and reduced turnover intentions (Glikson & Woolley, 2020).

However, the finding from Hypothesis One demonstrates a clear and significant link between attitude toward artificial intelligence and workers' job involvement in Anambra State. Organizations aiming to improve employee engagement and involvement must therefore prioritize shaping positive narratives around AI, ensuring that employees are not only technically trained but also psychologically prepared to embrace AI as an empowering tool. This strategic alignment will be critical for both

individual and organizational advancement in the digital age.

The result of Hypothesis Two revealed that the interaction between attitude toward artificial intelligence (AI) and gender significantly influenced workers' job involvement in Anambra State, Nigeria. The hypothesis, which stated that "attitude toward AI interacting with gender will not significantly influence workers' job involvement," was rejected based on the statistical evidence. The interaction effect yielded an F-value of  $F(1,16) = 4.150$ ;  $p > 0.000$ , with a partial eta squared ( $\eta^2$ ) of 0.281, indicating that 28.1% of the variance in job involvement could be attributed to the combined influence of attitude toward AI and gender. Additionally, the observed power of 1.000 reflects the high sensitivity of the statistical test, showing strong confidence in the result and a low probability of Type II error. The non-centrality parameter ( $\delta = 66.398$ ), significantly greater than zero, further supports the conclusion that the null hypothesis is false.

Moreover, this interaction was not limited to overall job involvement but extended to specific dimensions of job involvement. Microanalysis revealed that the interaction of gender and attitude toward AI significantly influenced Work Cognitive Engagement ( $F = 2.241$ ;  $p > 0.006$ ), Job Emotional Engagement ( $F = 1.943$ ;  $p > 0.007$ ), and Low Work Engagement ( $F = 2.262$ ;  $p > 0.005$ ). These findings indicate that gender moderates how workers cognitively and emotionally respond to AI integration in the workplace, with implications for how deeply they engage with their tasks, identify with their jobs, and resist disengagement.

This finding is consistent with Bartneck et al. (2009), who found notable gender differences in attitudes toward artificial intelligent systems. In their study, males generally exhibited more openness and enthusiasm toward AI, often perceiving it as a tool for empowerment and innovation, while females were more cautious, expressing concerns about control, job displacement, and empathy in human-machine interaction. Such gender-based differences in technology perception can shape how workers respond behavioural ly and emotionally to AI tools, ultimately influencing job involvement.

The significance of this result aligns with the Social Role Theory (Eagly, 1987), which posits that gender roles, shaped by societal expectations and cultural norms, influence how men and women perceive and interact with technology. Men may be more inclined to embrace technological change due to social conditioning that associates masculinity with innovation, control, and competence in technical domains. Conversely, women, conditioned by different social roles, may approach technology more critically, prioritizing relational and ethical concerns. These perspectives inevitably affect how AI is perceived and integrated into individual work identities and roles.

Furthermore, this interaction effect is meaningful in light of the Technology Acceptance Model (TAM) (Davis, 1989), particularly when extended to consider moderating variables like gender. While perceived usefulness and ease of use are primary determinants of technology adoption, external variables—such as demographic factors—can significantly alter these perceptions. The current study's findings suggest that gender influences how AI is perceived in terms of its value and applicability, thereby affecting workers' involvement levels.

This result also underscores the importance of inclusive digital transformation strategies. As AI systems are increasingly deployed in organizations, recognizing gender-based attitudinal differences becomes crucial. Failing to do so could lead to unequal participation, resistance, or disengagement, especially among female employees who may feel alienated by AI systems that appear impersonal or disruptive to relational work environments. Therefore, understanding and addressing gender-specific concerns about AI is essential to fostering equal job involvement and maximizing the benefits of AI adoption across the workforce.

Hypothesis Two confirmed that the interaction between attitude toward AI and gender significantly influences job involvement and its sub-dimensions. This insight provides a compelling case for organizations to adopt gender-sensitive approaches in AI

implementation. Interventions such as inclusive training programs, open forums for feedback, and transparent communication about AI roles can help bridge gender perception gaps, thereby enhancing employee engagement and organizational harmony in the evolving AI-driven workplace.

### **Implications of the Study**

1. The study provides empirical evidence that workers' attitudes toward AI significantly influence their level of job involvement and proactive behaviours.
2. The significant interaction of gender with attitude toward AI suggests that demographic considerations are crucial for successful AI integration strategies in the workplace.
3. The findings encourage the development of inclusive AI implementation policies that address the unique concerns of both male and female employees.

### **Conclusion**

This study concludes that attitude toward AI is a significant predictor of job involvement, proactive work behaviour, and organizational effectiveness among workers in Anambra State. The interaction of attitude and gender also plays a meaningful role in shaping engagement and behaviour outcomes, though its impact on general organizational effectiveness appears limited. The results highlight the critical need for organizations to actively manage AI-related attitudes through education, policy, and inclusive practices to optimize performance outcomes.

### **Recommendations**

1. Organizations should provide AI literacy programs to improve workers' understanding and reduce resistance to AI adoption.
2. AI integration strategies should consider gender-sensitive approaches to accommodate diverse perceptions and reduce bias in adoption.
3. Human resource departments should implement feedback loops to monitor workers' perceptions of AI and adjust implementation strategies accordingly.
4. Policymakers should develop frameworks that guide ethical AI

adoption while considering its psychological and organizational effects.

### Limitations of the Study

1. The use of self-report measures could have introduced social desirability bias, potentially affecting the accuracy of responses.
2. The study was limited to Anambra State. Thus, the findings may not be generalizable to other regions without similar demographic and occupational contexts.

### Suggestions for Further Studies

1. Future studies should explore the longitudinal impacts of AI attitudes on performance and mental health outcomes across different sectors.
2. Further research could incorporate qualitative interviews to gain deeper insights into workers' concerns and expectations about AI.
3. Expanding the study to other regions in Nigeria or Sub-Saharan Africa will enhance the external validity and cultural relevance of findings.

### Contribution to Knowledge

1. While previous models have emphasized job characteristics and intrinsic motivation as key drivers, this study highlights the psychological relevance of technological perception in determining employee engagement.
2. The study adds a nuanced understanding of how gender interacts with attitudes toward AI to influence psychological outcomes like job involvement. For psychologists, this provides insight into the socio-cognitive factors shaping human-technology interaction. For academia, it presents a foundation for integrating gender theories with technology acceptance frameworks, inviting further research into inclusive AI practices and their psychological implications in diverse work environments.

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**General Attitudes towards Artificial Intelligence Scale (GAAIS) Instructions:** For each of the following statements, indicate the extent to which it concerns you by ticking in the appropriate number.  
 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4= Agree, 5= Strongly Agree.

S/N	HOW DO YOU FEEL ABOUT ARTIFICIAL INTELLIGENCE (AI) IN THE WORKPLACE AS GIVEN BELOW?	1	2	3	4	5
	<b>Positive Perceptions of AI</b>					
1	Artificial Intelligence can provide new economic opportunities for this country.					
2	Artificially intelligent systems can help people feel happier.					
3	I am impressed by what Artificial Intelligence can do.					
4	Artificial Intelligence can have positive impacts on people's wellbeing.					
5	Artificial Intelligence is exciting.					
6	There are many beneficial applications of Artificial Intelligence.					
7	Much of society will benefit from a future full of Artificial Intelligence.					
8	I am interested in using artificially intelligent systems in my daily life.					
	<b>Apprehensions Toward AI</b>					
9	Organizations use Artificial Intelligence unethically.					
10	I think artificially intelligent systems make many errors.					
11	I find Artificial Intelligence sinister.					
12	Artificial Intelligence might take control of people.					
13	I think Artificial Intelligence is dangerous.					
14	I shiver with discomfort when I think about future uses of Artificial intelligence.					
15	Artificial Intelligence is used to spy on people.					

16	People like me will suffer if Artificial Intelligence is used more and more.					
<b>Functional Acceptance of AI</b>						
17	I would rather interact with an artificial intelligent system than with human.					
18	Artificial intelligent agent would be better than an employee in many routine jobs.					
19	Artificially intelligent systems can perform better than humans.					
20	I would like to use Artificial Intelligence in my own job.					

**Developed by Schepman, A. and Rodway, P. (2020)**

### Job Involvement Scale

**Instructions:** For each of the following statements, indicate the extent to which it concerns you by ticking in the appropriate number. 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4= Agree, 5= Strongly Agree.

S/N	WHAT IS YOUR IDEA ABOUT JOB INVOLVEMENT?	1	2	3	4	5
<b>Work Cognitive Engagement</b>						
1	I'll stay overtime to finish a job, even if I'm not paid for it.					
2	For me, mornings at work really fly by.					
3	I usually show up for work a little early, to get things ready.					
4	I live, eat, and breathe my job.					
5	I'm really a perfectionist about my work.					
6	Sometimes I lie awake at night thinking ahead to the next day's work.					
<b>Job Emotional Commitment</b>						
7	The major satisfaction in my life comes from my job.					
8	The most important things that happen to me involve my work.					
9	I feel depressed when I fail at something connected with my job.					
10	I would probably keep working even if I didn't need the money.					
11	Sometimes I'd like to kick myself for the mistakes I make in my work.					
<b>Low Work Engagement</b>						
12	Quite often I feel like staying home from work instead of coming in.					
13	To me, my work is only a small part of who I am.					
14	I avoid taking on extra duties and responsibilities in my work,					
15	Most things in life are more important than work.					
16	I used to be more ambitious about my work than I am now.					
17	I used to care more about my work, but now other things are more important to me.					
18	I concentrate more on work than on any other activity.					
19	My personal life is usually focused around my job.					
20	I make important decisions about my work without hesitation.					

**Developed by Lodahl, T. and Kejner, M. (1965)**