



Effect of Artificial Intelligence on the Organizational Citizenship Behavior and Emotional Regulation of young adults

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Abstract: This study explores the impact of Artificial Intelligence (AI) on Organizational Citizenship Behaviour (OCB) and Emotional Regulation among young adults in organizational settings. With the increasing integration of AI tools in the workplace, understanding how AI influences both discretionary workplace behaviors and emotional management is essential. The study utilized standardized questionnaires to collect data from 161 young adults. Regression analysis was performed to assess the relationship between AI, OCB, and Emotional Regulation. The results revealed that AI has a significant, moderate impact on OCB, accounting for 26.5% of the variance, suggesting that AI can enhance prosocial workplace behaviors. However, the impact of AI on emotional regulation was relatively weaker, explaining only 10.6% of the variance, though still statistically significant. These findings suggest that while AI has a positive influence on workplace behavior, its effect on emotional regulation is more complex and may be influenced by other psychological and organizational factors. The study provides valuable insights for organizations aiming to optimize AI integration, suggesting the need for tailored training programs and emotionally intelligent AI tools. The findings also highlight the importance of fostering AI collaboration rather than replacement to enhance both employee engagement and emotional well-being.

Keywords: *Artificial Intelligence, Organizational Citizenship Behaviour, Emotional Regulation, Young Adults, AI Integration, Workplace Behavior, Emotional Intelligence, Organizational Psychology.*

1. Introduction

Workplace dynamics and individual psychological behaviors are only two areas where artificial intelligence (AI) has caused a revolution. More and more people are curious about how AI may affect the mental health of workers as technology becomes more embedded in company systems. A crucial area that AI will affect is Organizational Citizenship Behavior (OCB), which refers to the optional actions that employees take to make their workplaces better. Emotional Regulation (ER), or the capacity for effective management and regulation of emotions, is another important psychological component that AI-driven workplaces impact. These developments are especially impactful on young individuals because of their adaptation to technology and changing employment demands. They are also part of the developing workforce. Artificial intelligence (AI) has revolutionized how we work by changing the way we complete tasks, make decisions, and communicate with one another. Workers are now free to concentrate on higher-order cognitive processes as a result of AI-driven automation that has decreased the load of repetitive jobs. On the other hand, this change brings up worries about autonomy, interpersonal connections, and job stability, all of which lead to OCB. While chatbots, recommendation systems, and robotic process automation—all driven by artificial intelligence—have increased efficiency, the question of how they affect employees' willingness to assist one another, keep the workplace cheerful, and demonstrate initiative is still up for dispute. Some academics contend that AI encourages OCB by boosting productivity, decreasing stress from work, and increasing happiness on the workplace. Others worry that AI will make people less social, which will make them less likely to help one another out at work.

Simultaneously, AI will have a major effect on emotional regulation. Emotional intelligence is essential for young people to succeed in the job, where they often encounter pressures including high performance expectations, intense competition, and stressful work environments. There are new sentiment analysis and emotional analytics technologies powered by AI that may help people keep tabs on their feelings and learn to control them. Personalised methods for stress reduction, mindfulness, and emotional intelligence training are provided by mental health apps driven by AI, for instance. Additionally, AI-based learning platforms and virtual assistants help millennials and Gen Zers deal with job stress. Nevertheless, there are ethical considerations with depending on AI for psychological assistance as well. Is artificial intelligence capable of comprehending human emotions, or is it just programmed to react similarly? When trying to determine if AI is good for people's mental health, this issue is essential.

Both positive and negative outcomes may result from AI's effects on OCB and ER, which young people must navigate. On the one hand, AI has the potential to build a more organized and productive workplace, which in turn may reduce stress and increase motivation. Workplace relationships and voluntary organizational behavior's might take a hit if it causes people to become emotionally detached, too reliant on technology, and less invested in their interpersonal ties. Also, people may experience less discretionary behaviour at work and more mental anguish if they worry that AI may supplant human workers. Understanding how AI-driven businesses might encourage a harmonic balance between productivity, emotional well-being, and social relationships requires researching the interplay between AI, OCB, and ER among young individuals. This research seeks to investigate whether artificial intelligence (AI) unintentionally reduces the human element in organizational settings or if it promotes good behaviors and emotional intelligence in the workplace.

2. Review Of Literature

Yan (2025) studied field of artificial intelligence (AI) has had tremendous growth in the last several years. As a result, knowledge workers are becoming more familiar with AI, which in turn affects how they act. This research built a dual-path model to investigate how knowledge workers' awareness of AI affects their organizational citizenship activities. The model was based on self-efficacy theory. Results showed that knowledge workers' AI awareness has a mixed impact on their organizational citizenship behaviors, with a positive impact on performance self-efficacy and a negative effect on creative self-efficacy. The study used multi-source data from China ($n = 461$) to build a structural equation model. organizational innovation environment moderates positively the process of fostering organizational citizenship practices. Both theoretical and practical ramifications of the results were also addressed in this work.

Duan (2024) relieving human workers of repetitive, mental tasks, artificial intelligence (AI) is revolutionizing the way businesses operate. The premise of this study is that AI may lessen the impact of CCB, in accordance with affective events theory (AET). The findings of a mixed-method research with 246 Chinese employees surveyed and 20 Chinese employees interviewed show that CCB may make workers more hostile and angrier, which in turn reduces their propensity to be creative. The use of AI, however, has shown to be capable of reducing such negative consequences. There are theoretical and practical takeaways from this study that might inform future CCB investigations.

Potgieter (2024) investigated that growing body of literature praising the Wong and Law Emotional Intelligence Scale (WLEIS), there seems to be a dearth of data demonstrating how it may be applied to the unique context of Black African young emerging adults. A total of 365 final-year students from South Africa's Technical and Vocational Education and Training (TVET) programs (mean age = 24.3 years; SD = 2.38) were surveyed to determine the original WLEIS factor structure's applicability. The results of the convergent and discriminant validity tests, as well as the exploratory and confirmatory factor analyses, showed that the emotional intelligence of the sample was best measured by a three-component first-order structure. These results add to the body of evidence supporting the use of the WLEIS as a tool for gauging emotional intelligence among young individuals making the transition to the workforce in the modern digital era.

3. Methodology

3.1 Aim

The aim of the study was to examine the impact of artificial intelligence on the organizational citizenship behavior and Emotional Regulation among young adults.

3.2 Variable of the Study

Independent Variable

Artificial Intelligence (AI): Artificial Intelligence (AI), which refers to the simulation of human intelligence in machines that are programmed to think and learn.

Dependent Variable

Organizational Citizenship Behaviour (OCB): OCB refers to voluntary, discretionary actions by employees that go beyond the formal requirements of their job and contribute to the overall functioning of the organization.

Emotional regulation: Emotional regulation refers to the processes by which individuals monitor, control, and adjust their emotional responses to various stimuli or situations.

3.3 Research Objectives

- a) To examine the impact of Artificial Intelligence on Organizational Citizenship Behaviour (OCB) among young adults.
- b) To evaluate the effect of Artificial Intelligence on Emotional Regulation among young adults in the workplace.

3.4 Hypothesis

- a) There is significant impact of Artificial Intelligence on organizational behavior among young adults.
- b) There is significant impact of Artificial Intelligence on emotional regulation among young adults.

3.5 Participants of the Study

A total of 161 young adults (ranging in age from 18 to 25) from a variety of occupational backgrounds and industries participated in this study. The participants were selected using a random sample technique.

3.6 Data Collection Instruments

Data for the study was collected using three main instruments. The Questionnaire of Artificial Intelligence Use Motives assessed the participants' reasons for using AI at work, such as efficiency and support. The 10-Item Short Version of the Organizational Citizenship Behavior Checklist measured voluntary behaviors like helping coworkers and going beyond job duties. Lastly, the Emotional Regulation Scale was used to evaluate how participants manage their emotions in response to workplace stress.

3.7 Data Collection Procedure

A structured online questionnaire was distributed to young persons (aged 18–25) employed by different companies that make use of AI tools as part of the data collecting process. Everyone involved in the study was briefed on its goals and given the green light to remain anonymous. The Emotional Regulation Scale, the 10-item Organizational Citizenship Behavior Checklist, and the AI Use Motives Questionnaire were the three standardized items that were part of the questionnaire. Over the course of a specified time, participants were chosen using a purposive sample strategy to increase the likelihood that their responses would be relevant to the study's aims, and responses were gathered using Google Forms. We were able to get 161 valid replies for our investigation.

3.7.1 Questionnaire of Artificial Intelligence Use Motives

The purpose of this survey is to have a better understanding of how and why people use AI technologies for mental health, stress detection, and emotional support. Questions designed for this scale were devised to evaluate: The responses were recorded using a Likert scale format ranging from Strongly Disagree (1) to Strongly Agree (5).

Reliability

With a Cronbach's alpha of 0.89, the AI Use Motives Questionnaire showed great reliability and high internal consistency in this study. That the survey questions are all assessing the same underlying notion of AI use and perception is supported by the data.

3.7.2 10-Item Short Version of the Organizational Citizenship Behavior Checklist

Essential components of OCBs, which are not part of official job requirements but positively contribute to organizational success, are captured by the 10-item version of the OCB-C. The survey asks participants to rate the frequency with which they do actions like helping coworkers, offering to take on more responsibilities, and creating a happy atmosphere at work. You may find a frequency scale for each item, usually going from "Never" to "Every day."

Reliability Of The 10-Item OCB-C

The 10-item OCB-C has shown to be quite reliable in research. This version has strong internal consistency, according to a study by Spector et al. (2010), which recorded a Cronbach's alpha of 0.83. This provides further evidence that the questions reliably assess the concept of organizational citizenship behavior.

3.7.3 Emotional Regulation Scale

A 10-item test that was made to find out how people tend to control their feelings in two distinct manners: (1) Cognitive Reappraisal as well as (2) Expressive Suppression. Each question has a 7-point Likert scale with 1 (strongly disagree) to 7 (strongly agree) as the answer.

Reliability

The Emotional Regulation Questionnaire (ERQ) demonstrates acceptable to excellent internal consistency reliability, as indicated by Cronbach's α coefficients ranging from 0.73 to 0.82.

3.8 Statistical Analysis

Regression analysis was used to investigate the effect of AI on Organizational Citizenship Behavior and Emotional Regulation, while descriptive statistics were used to find means and standard deviations in the obtained data. Statistical software SPSS was used to conduct the analysis and test the hypotheses of the study.

4. Data Analysis

This chapter provides the results of the data analysis and interpretation that was conducted to investigate the effects of AI on OCB and emotional regulation in young people. To make sure the answers were consistent and reliable, the data was collected using validated, standardized questionnaires. The variables under consideration were analyzed using statistical methods to find patterns, correlations, and significant differences. The results are expected to provide light on the ways in which employees' emotional regulation skills and their level of discretionary conduct in the workplace are affected by their exposure to and engagement with AI technology.

Table 1: *Descriptive statistics of all variables*

	<i>Artificial Intelligence</i>	<i>Organizational Citizenship Behaviour</i>	<i>Emotional Regulation</i>
Mean	72.31677	37.00621	35.6646
Standard Deviation	19.97574	8.491538	16.86229
N	161	161	161

Emotional regulation, organizational citizenship behavior (OCB), and artificial intelligence (AI) are the three primary factors that are described in Table 1. The findings are supported by a group of sixteen hundred and one young adults. The average score for AI exposure or usage is 72.32, with a standard deviation of 19.98. This suggests that there is a good amount of diversity among individuals and a moderate to high level of AI involvement. There is less variation in organizational citizenship conduct compared to AI, with a mean score of 37.01 and a standard deviation of 8.49. This indicates that most individuals display a moderate amount of discretionary and pro-social activity at work. With a mean score of 35.66 and a standard deviation of 16.86, the sample demonstrates a modest average ability to regulate and control emotions, however there is a larger level of variability in this area. Inferential studies will delve further into these descriptive statistics-based understandings of each variable's core trends and dispersion in later parts.

Table 2: *Regression analysis of impact of Artificial Intelligence on organisational behaviour among young adults.*

<i>Regression Statistics</i>	
Multiple R	0.515133
R Square	0.265362
Adjusted R Square	0.260741
Standard Error	7.301037
Observations	161

<i>ANOVA</i>					
	<i>df</i>	<i>SS</i>	<i>MS</i>	<i>F</i>	<i>Significance F</i>
Regression	1	3061.477	3061.477	57.43305	0.00002
Residual	159	8475.517	53.30514		
Total	160	11536.99			

H1: There is significant impact of Artificial Intelligence on organizational behavior among young adults

The findings of the regression analysis that was carried out to investigate the effect of AI on the organizational citizenship behavior of young people are displayed in Table 2.

Organizational Citizenship Behavior and Artificial Intelligence are moderately correlated ($R = 0.515$, $R^2 = 0.265$), suggesting that AI accounts for around 26.5% of the variation in this measure. With an F-value of 57.43 and a p-value of 0.00002, which is significantly lower than the conventional threshold of 0.05, the ANOVA findings provide more evidence that the model is significant. As a result, we can say with confidence that the regression model holds water. The significance level allows us to reject the null hypothesis and accept the alternative hypothesis (H1). This provides more evidence that AI has a major effect on millennials' organizational citizenship behavior.

Table 3: *Regression analysis of impact of Artificial Intelligence on emotional regulation among young adults.*

Regression Statistics	
Multiple R	0.325118
R Square	0.105702
Adjusted R Square	0.100077
Standard Error	15.99628
Observations	161

ANOVA					
	<i>df</i>	<i>SS</i>	<i>MS</i>	<i>F</i>	<i>Significance F</i>
Regression	1	4808.795	4808.795	18.79309	0.0000
Residual	159	40685.09	255.8811		
Total	160	45493.89			

H2: There is significant impact of Artificial Intelligence on emotional regulation among young adults.

The findings of the regression study that looked at how AI affected young people's ability to regulate their emotions are shown in Table 3. The two variables are positively correlated ($R = 0.325$), suggesting a weak to moderate relationship; furthermore, the R^2 value of 0.106 shows that AI accounts for around 10.6% of the variation in Emotional Regulation. The ANOVA results demonstrate that the regression model is statistically significant, despite the decreased explanatory power. The F-value is 18.79 and the p-value is 0.0000, which is significantly lower than the 0.05 criterion. This points to the importance of the connection between AI and emotional regulation. This proves that AI significantly affects young people's ability to regulate their emotions, thereby accepting H2.

5. Conclusion

This study used standardized questionnaires and statistical analytic tools to examine how AI affects OCB and emotional regulation in young adults. The primary goal was to find out if workers' discretionary actions at work and their capacity to control their emotions were affected by AI exposure and integration. In organizational contexts, the results give light on the complex relationship between human psychology and cutting-edge technical instruments.

First, the data showed that AI and OCB do, in fact, have a favorable association. Results from the regression study show that AI explains 26.5% of the variation in OCB among young people, demonstrating how AI-powered tools for the workplace might encourage workers to go above and beyond the call of duty. This provides additional evidence that well-planned AI implementations may encourage employees to be more proactive, cooperative, and engaged. It may achieve this by taking care of mundane jobs, so people have more mental bandwidth for OCB-essential activities like collaborating with others, coming up with novel solutions to problems, and working in teams.

Secondly, there was a statistically significant but smaller correlation between AI and emotional regulation. Artificial intelligence accounted for around 10.6% of the variation in individuals' capacities to control their emotions. It appears that AI does have an impact on how young adults handle their emotions, but it may not be as direct or strong as the impact on OCB. AI could help with work-related stress, communication, or providing emotionally intelligent responses when interacting with humans. This might be due to the fact that several personal and environmental elements, including as mental health, interpersonal interactions, and personality features, impact emotional regulation, which goes beyond workplace technologies.

The results have important implications for future studies as well as for real-world organizational tactics. technology is vital to understand the psychological implications of AI on employees as technology gets more integrated into organizational infrastructure. These findings highlight the significance of incorporating AI in a manner that supports the emotional and behavioural components of the workforce for organizational leaders, psychologists, and human resource managers. Improving organizational effectiveness, employee happiness, and well-being may be achieved through training programs, AI tools that help, and AI applications that are emotionally sensitive.

Finally, this research adds to the expanding body of studies that discusses the mental health effects of artificial intelligence at work. It highlights the importance of a well-rounded AI integration strategy that prioritizes efficiency while also promoting healthy work behaviour

and emotional resilience. This is particularly crucial for young adults as they navigate changing digital work settings.

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