

ARTIFICIAL INTELLIGENCE AND THE CHANGING WORK CULTURE IN INDIAN COMPANIES

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Abstract—Artificial Intelligence (AI) has emerged as a major force transforming contemporary workplaces. The increasing use of Generative Artificial Intelligence (GenAI), automation, intelligent analytics and AI-assisted decision-making is changing how employees perform tasks, communicate, collaborate and make decisions. Indian companies are experiencing rapid adoption of AI across information technology, banking, finance, manufacturing, retail, healthcare, education and business services. This study examines how Artificial Intelligence is influencing work culture in Indian companies, with particular emphasis on employee productivity, communication, collaboration, innovation, job roles, skill requirements, work intensity and employee adaptation. The study adopts a descriptive and conceptual research methodology based primarily on recent secondary sources from international organizations and Indian corporate research. Recent evidence indicates that AI is increasingly moving from experimental use to regular workplace application in India. At the same time, AI adoption presents challenges relating to employee reskilling, job-role transformation, work intensity, transparency, data confidentiality and accountability. The study finds that AI should not be viewed exclusively as a replacement for human labour. Instead, its impact is increasingly reflected through human-AI collaboration, task redesign and changing skill requirements. The study suggests that Indian companies should adopt a human-centred approach by strengthening AI literacy, continuous training, responsible AI governance, employee participation and leadership support. Effective integration of AI with human capabilities can contribute to a productive, innovative and adaptable organizational culture.

Keywords: Artificial Intelligence, Generative AI, Work Culture, Indian Companies, Employee Productivity, Human–AI Collaboration, AI Literacy, Reskilling, Organizational Culture.

INTRODUCTION

Artificial Intelligence has developed from a specialized technological concept into an important component of modern business operations. Organizations increasingly use AI for data analysis, customer service, content creation, forecasting, recruitment, financial analysis, marketing, software development, knowledge management and decision support. The emergence of Generative Artificial Intelligence has further accelerated this transformation because employees can now interact directly with AI systems through natural-language instructions.

The influence of AI extends beyond technology and business processes. It is increasingly affecting the culture of work itself. Employees are changing the way they communicate, search for information, prepare reports, solve problems and collaborate with colleagues. Managers are also using AI-supported systems to monitor performance, analyse information and support managerial decisions. As a result, the traditional relationship between employee, manager and technology is changing.

India provides an important environment for examining these changes. The country's large technology sector, expanding digital economy and increasing adoption of AI-enabled business applications have accelerated workplace transformation. EY India's 2025 Work Reimagined Survey found that 88% of employees surveyed in India reported using AI at work, while 37% reported daily use. The survey also reported that AI adoption was associated with productivity improvements but that employees were simultaneously experiencing increased work intensity and concerns relating to transparency, explainability and data confidentiality.

The transformation is also reflected in global workforce research. The World Economic Forum's *Future of Jobs Report 2025*, based on responses from more than 1,000 employers representing over 14 million workers across 55 economies, identifies AI and information-processing technologies as major drivers of labour-market transformation. It also reports that employers expect 39% of workers' existing skill sets to be transformed or become outdated by 2030.

The changing workplace therefore requires organizations to reconsider the meaning of productivity, employee development and organizational culture. AI may automate certain activities while simultaneously creating opportunities for employees to perform more analytical, creative and strategic work.

The International Labour Organization's 2025 assessment also emphasizes that the impact of GenAI should not be understood only through job replacement. Its refined analysis examines occupational exposure at the task level, indicating the importance of understanding how individual tasks within occupations may change.

Therefore, this research focuses on AI as a factor contributing to the transformation of work culture in Indian companies, rather than examining AI only from the perspective of automation or employment loss.

OBJECTIVES OF THE STUDY

The major objectives of the study are:

1. To examine the influence of Artificial Intelligence on work culture in Indian companies.
2. To study the impact of AI adoption on employee productivity.
3. To examine the influence of AI on workplace communication and collaboration.
4. To analyse changes in employee roles and skill requirements due to AI adoption.
5. To examine employee perceptions regarding work intensity and job security.
6. To study the importance of AI training and employee reskilling.
7. To identify organizational and ethical challenges associated with AI-enabled workplaces.
8. To suggest measures for developing an effective and human-centred AI work culture in Indian companies.

LITERATURE REVIEW

Artificial Intelligence (AI) has become increasingly significant in the process of organizational transformation, influencing workplace dynamics, employee roles, HR practices, and the essence of work itself. Recent research indicates that the impact of adopting AI extends beyond mere automation and efficiency, bringing about changes in organizational work habits, employee attitudes, job satisfaction, creativity, well-being, and trust.

Arora and Mittal (2025) examined employees' perceptions of AI integration into different human resource management functions, including talent acquisition, training and development, performance assessment, and pay and rewards. The study highlighted that employees' perceptions of the changes created by AI significantly influence their intention to adopt AI. The research also identified AI-related trust as an important factor in the adoption process.

Nawaz, Durst, Shaik and Parayitam (2026) examined the relationship between employees' behavioural intention to use AI and their actual use of AI in organizations. The study found that behavioural intention significantly predicts actual AI use and that performance expectancy plays an important mediating role.

Schulz, Bendig, Bräunche and Kindermann (2026) examined the relationship between organizational AI adoption and employee job satisfaction using job characteristics theory. Their findings indicate that AI adoption can have both positive and negative consequences for employees.

Zahs and Schmodde (2026) investigated the effect of Generative AI, particularly ChatGPT-based task support, on job satisfaction. Their research considered the psychological mechanisms through which employees respond to AI-supported work.

Filippelli, Popescu, Verteramo, Tani and Corvello (2026) focused on the relationship between Generative AI adoption and employee well-being. The study examined emotional, social and cognitive dimensions of employee well-being in the context of increasing GenAI use. The research contributes to the understanding that workplace AI should not be evaluated only in terms of efficiency and productivity.

Sathish and Indradevi (2026) examined AI-enabled work systems and employee well-being using the Job Demands–Resources model and Conservation of Resources theory. Their study highlights the dual nature of AI-enabled work environments, in which AI adoption can be associated with both technological demands and resource-building opportunities.

Zhang and Gao (2026) investigated how organizational AI adoption influences employee thriving at work. Drawing on Conservation of Resources and attribution theories, the study considers both the beneficial and detrimental consequences of AI adoption.

Mao and Zhou (2026) examined the relationship between organizational AI adoption and employee creativity. Their findings reveal two contrasting psychological pathways. AI adoption may increase creativity through AI self-efficacy, while AI replacement anxiety may negatively influence creativity.

Itam, Shukla, Toni, Kesavan and Mishra (2026) examined AI-driven talent acquisition in Indian IT organizations, focusing on automation, organizational effects and changing skill requirements. The study demonstrates that AI is transforming HR activities and increasing the importance of technological and analytical competencies.

The World Economic Forum's *Future of Jobs Report 2025* identifies technological change, particularly AI and information-processing technologies, as one of the major forces shaping employment and skills through 2030.

The International Labour Organization's 2025 update on Generative AI and jobs provides a refined assessment of occupational exposure to GenAI. The research examines nearly 30,000 tasks and uses a task-level methodology to understand potential exposure. The ILO emphasizes the importance of distinguishing between exposure to AI and actual job automation.

RESEARCH METHODOLOGY

The study adopts a descriptive and conceptual research design. It examines the changing nature of workplace culture resulting from AI adoption in Indian companies.

The study is primarily based on secondary data obtained from credible institutional and research sources, and recent evidence from 2025 and 2026 has been emphasized wherever available.

The study focuses on employees and organizations operating in the Indian corporate environment, particularly sectors where digital technologies and AI applications are increasingly relevant.

FINDINGS OF THE STUDY

Based on the review of recent evidence and the conceptual analysis, the following major findings emerge.

- AI is increasingly moving from an experimental technology to an everyday workplace tool.
- AI can support employees by reducing the time required for repetitive information-processing tasks. Employees can use AI for drafting, summarization, analysis, information retrieval and content generation.
- The evidence suggests that AI is more appropriately understood as a collaborator or support mechanism for many occupations rather than simply as a replacement for employees.
- AI and big data are among the fastest-growing skills identified by employers globally, while technological literacy, creative thinking, resilience and lifelong learning are also gaining importance. Indian companies therefore need employees who can combine domain expertise with AI literacy.
- One important finding from the Indian context is that AI-driven productivity does not necessarily result in reduced workload.

- AI-supported management can influence how work is assigned, monitored and evaluated.
- AI adoption requires continuous upskilling and reskilling.
- AI adoption does not eliminate the importance of human capabilities. Creative thinking, leadership, social influence, resilience, flexibility, analytical thinking and curiosity remain important skills.

SUGGESTIONS

Indian companies should establish structured AI literacy and continuous reskilling programmes to help employees adapt to rapidly changing workplace requirements. Organizations should redesign jobs by automating routine activities while enabling employees to focus on higher-value, creative and analytical responsibilities. Human–AI collaboration should be encouraged, with appropriate human oversight maintained for important organizational decisions and ethical AI use. Clear policies should be developed for data privacy, confidentiality, accuracy, accountability, employee monitoring and responsible use of Generative AI. Management should regularly assess workload, involve employees in AI implementation, and provide transparent leadership to strengthen trust and acceptance. Finally, AI initiatives should be evaluated not only through productivity but also through employee satisfaction, innovation, learning, work intensity, customer outcomes, retention and ethical compliance.

CONCLUSION

Artificial Intelligence is significantly changing the work culture of Indian companies. Its influence extends beyond automation and productivity to employee roles, communication, collaboration, decision-making, skills and managerial practices.

Recent Indian evidence indicates that AI adoption is already widespread among employees, with GenAI becoming part of everyday work practices. At the same time, increasing AI use is associated with concerns relating to work intensity, transparency, explainability and data confidentiality.

The evidence reviewed in this study indicates that the future of work is likely to involve increasing human–AI collaboration. AI can perform or support many information-processing activities, while human employees continue to contribute judgement, creativity, empathy, leadership, communication and contextual understanding.

The changing work culture therefore requires a balance between technological efficiency and human development. Companies that focus exclusively on automation may overlook important organizational and employee considerations. In contrast, organizations that combine AI adoption with training, employee participation, ethical governance and job redesign can create a more adaptable workplace.

The changing work culture in Indian companies should consequently be viewed as a process of organizational transformation rather than technological replacement. AI can become a valuable organizational resource when employees are equipped with the skills, confidence and institutional support required to use it effectively.

The ultimate success of AI adoption will depend not simply on how advanced the technology is, but on how effectively organizations integrate technology with people, processes and organizational values.

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