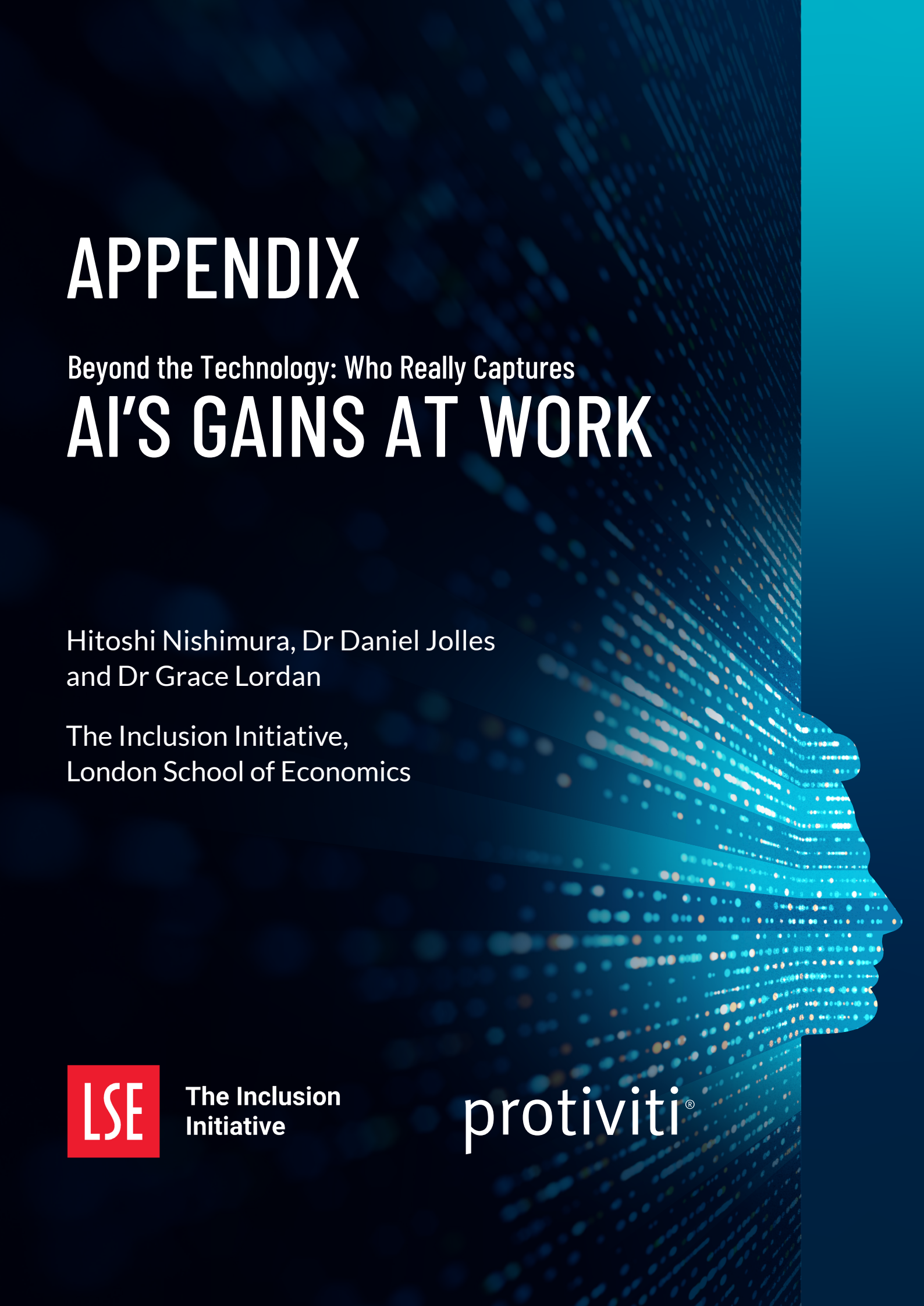
APPENDIX

Beyond the Technology: Who Really Captures
AI'S GAINS AT WORK

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This online appendix offers detailed information about the research in Beyond the Technology: Who Really Captures AI'S GAINS AT WORK. This includes information about data collection and participant demographics (Appendix A), the variables that were collected from participants for analysis (Appendix B), and regression analysis that was conducted (Appendix C)

Appendix A: Data Collection and Demographics

This research received ethical approval from the LSE Department of Psychological and Behavioural Science (Reference: 184085).

Data for this study were collected from 3,001 participants between 9th March 2026 and 29th May 2026, with the survey available in English, German, Italian, and Bulgarian. All participants completed the survey via Qualtrics administered by The Inclusion Initiative (TII) at the London School of Economics (LSE). Research questions were designed by the authors and members of TII with input from the team at Protiviti.

Participants aged 18 years or older were recruited through the professional networks of LSE and Protiviti, using partners and connections on LinkedIn. Further data were collected via the Prolific platform, with screeners for professional workers at large companies (250+ employees) in five sectors, namely Business Management & Administration, Finance, Government & Public Administration, Information Technology, and Legal.

Years 1 and 2 participants were recruited in the same way as Year 3, in the first half of 2024 and 2025, respectively[1]. Across the three waves, we have 9,446 responses in total, with 3,424 collected in Year 1, 3,021 in Year 2, and 3,001 in Year 3.

Exclusion criteria

Among respondents who provided consent and completed the survey, two exclusions were applied.

Attention checks. For the Prolific sample, two attention checks were embedded in the agreement grids, each instructing the participant to select a specific response: one strongly disagree and one strongly agree. Participants who failed both were excluded. Those who failed one were retained.

Weekly working hours. This exclusion applies within specific models rather than to the sample. The share of the working week saved through AI is a ratio of two self-reported quantities, and reported weekly hours run from 1 to 3,645, so the measure becomes unstable when the denominator is small. AI users reporting fewer than 10 or more than 80 usual weekly working hours are excluded from models using that measure, removing 21 respondents, 17 at the lower bound and 4 at the upper. No other analysis is affected.

Matching participants across waves

We linked Year 3 respondents to their earlier responses using two different procedures, because the two recruitment routes carry different identifiers. For the Prolific sample, we re-invited participants who had taken part in Year 1 (2024) and Year 2 (2025) and matched them to their earlier records on their Prolific ID, which is constant across years. For other samples, participants generated their own longitudinal code by answering five fixed personal questions[2]. Because a five-item code did not guarantee a unique identifier, we also required records to agree on gender, ethnicity, nationality, and for reported age to change by a plausible amount between surveys. Where a Year 3 respondent matched more than one earlier record, we excluded the case.

Combining both matching routes, 717 Year 3 respondents (708 from Prolific, 9 from other recruitment) were successfully linked to a Year 2 record, and 341 (340 from Prolific, 1 from other

[1] Past reports and appendices can be found at https://www.lse.ac.uk/tii/generations/research-articles-and-thought-leadership

[2] Audette, L. M., Hammond, M. S., & Rochester, N. K. (2020). Methodological issues with coding participants in anonymous psychological longitudinal studies. Educational and Psychological Measurement, 80(1), 163–185. https://doi.org/10.1177/0013164419843576

recruitment) were linked to records in both Year 1 and Year 2. The three-wave panel is a strict subset of the two-wave panel, so these figures should not be added together.

Participant demographics

Participants	3,001
Age	M = 41, SD = 12
Generation[3]	Gen Z, 17%; Millennial, 47%; Gen X, 31%; Baby Boomer & Silent Generation, 5%
Annual Salary ($USD)	Median Range = $50,000-$74,999, <$25,000 (8%), $25,000-$49,999 (29%), $50,000-$74,999 (25%), $75,000-$99,999 (16%), $100,000-$149,999 (12%), $150,000-$250,000 (4%), >$250,000 (2%), and Prefer not to say (5%).
Gender	Women, 42%; Men, 56%; Other gender identity, 1%; Prefer not to say, 1%
Education	No higher degree, 23%; Technical / Associates degree, 13%; Bachelors degree, 35%; Graduate degree, 26%; Doctoral degree, 3%
Seniority / Role	Entry-Level, 6%; Non-management, 41%; Supervisor, 13%; Junior Management, 14%; Department Management, 15%; Senior / Executive, 11%
Company Size	10,000 or more, 20%; 2,501 to 9,999, 19%; 251 to 2,500, 30%; 51 to 250, 15%; Less than 50, 16%
Sector	Technology, 18%; Government, 17%; Professional Services, 9%; Financial Services, 8%; Retail, 5%; Manufacturing, 4%; Healthcare Provider / Services, 3%; Others, 36%
Race / Ethnicity	White, 71%; Black, 8%; Asian, 6%; Latino/Hispanic, 2%; Other/Mixed, 10%; Prefer not to say, 4%.
Country of Residence	Germany, 36%; United Kingdom, 30%; United States, 19%; Italy, 5%; Australia, 4%; Bulgaria, 3%; France, 2%; Other, 1%

[3] We received 1 response from an employees of the 'silent generation' (aged 81+), this response was combined into the 'Baby Boomer' group (aged 62-80) for analysis.

Appendix B: Variables used in Analysis.

The measures below fall into four groups. Workplace condition measures capture what an organisation provides and how AI is used and talked about at work. Psychosocial response measures capture how employees experience the AI transition. Personal attribute measures capture stable individual characteristics. Productivity outcome measures capture what employees report gaining from AI and how they believe their manager rates their performance. Demographic, job and organisational controls are described in Appendix C.

Each table gives the exact item wording, the measurement type and the response options as employees saw them. The notes column records which employees were shown the question, the source of any validated scale with its full reference in a footnote, any change to the published response options, where response categories were combined, where a scale was grouped into a binary indicator, and any exclusion or recoding applied before analysis. Response options are given in quotation marks in the notes where they are referred to by name.

B.1 Workplace condition measures

AI use and workplace provision

Measure	Item wording	Response options	Notes
AI adoption	Are you using Artificial Intelligence (AI), including generative AI, in your job role? This could be using technologies such as ChatGPT, Microsoft Copilot, Google Gemini or other AI tools to help you complete tasks, undertake research, design, or manage your time and personal wellbeing at work.	Yes or no	Asked of all employees. Filter question. Employees answering “yes” were routed to the AI use intensity, tools, workflow, hours saved, benefits and openness items.
Involved in AI initiatives	Are you involved in the building, creation, sales, training, or promotion of AI technologies, including generative AI, in your job role? This could be for application within the organisation or as a supplier of AI products or services to other organisations.	Yes or no	Asked of all employees.
AI use intensity	For what proportion (%) of your day-to-day tasks do you use AI technologies?	Slider, 1% to 100%	Asked only of employees answering “yes” to AI adoption.

Measure	Item wording	Response options	Notes
AI tools used	Which generative AI tools do you use? (Select all that apply.)	Eleven named tools, plus "Other (please specify)"	Asked only of employees answering "yes" to AI adoption. The final option opened a free-text box. 195 employees named a tool there, mostly other assistants and in-house systems, and these are not coded into the named categories.
Employer-provided AI	Does your workplace provide access to AI tools or systems specifically for internal use?	Yes, no, or not sure	Asked of all employees. "No" and "Not sure" are combined into one category, giving a binary contrast between employees who know their employer provides AI and those who do not. Descriptive comparisons of workplace norms use the yes group against the no group only, excluding "Not sure".
Standardised AI workflow	Do you have a standard workflow (a consistent set of steps) that integrates AI when completing tasks?	Yes or no	Asked only of employees answering "yes" to AI adoption.

AI training

Measure	Item wording	Response options	Notes
AI training received	Have you undertaken skills training in AI tools to enhance your job performance within the past 12 months?	1 = Yes, through company training 2 = Yes, through self-guided learning 3 = Yes, through both 4 = No	Asked of all employees. Collapsed to trained against untrained, with options 1 to 3 counted as trained. A second grouping combines options 1 and 3 as company-provided training and treats option 2 as self-guided learning alone.

Measure	Item wording	Response options	Notes
Demand for AI training	I want my organisation to offer up-to-date skills-based training in AI tools over the next 12 months.	1 = Strongly disagree 2 = Somewhat disagree 3 = Neither agree nor disagree 4 = Somewhat agree 5 = Strongly agree	Asked of all employees. Grouped into a binary indicator. Responses 1 to 3 (strongly disagree to neither) = no. Responses 4 and 5 (somewhat agree, strongly agree) = yes, classified as wanting training.
Perceived benefit of training	To what extent was the AI training beneficial for you in your work?	1 = Not beneficial at all 2 = Slightly beneficial 3 = Moderately beneficial 4 = Very beneficial 5 = Extremely beneficial	Asked only of employees reporting any AI training. Grouped into a binary indicator. Responses 1 and 2 (not at all, slightly) = no. Responses 3 to 5 (moderately to extremely beneficial) = yes, classified as having found the training beneficial.
Training content received	Which of the following training content did you receive?	The nine training areas listed in the note below[4]	Asked only of employees reporting any AI training.
Rated usefulness of training content	How useful would each of the following training areas be for helping you adopt and use AI effectively in your work?	1 = Not at all useful 2 = Slightly useful 3 = Moderately useful 4 = Very useful 5 = Extremely useful	Asked of all employees. Grouped into a binary indicator for each area. Responses 1 and 2 (not at all, slightly) = no. Responses 3 to 5 (moderately to extremely useful) = yes, classified as finding that area useful.

[4] 1 = Understanding how AI systems work, 2 = Applying and integrating AI tools effectively into tasks and daily workflows, 3 = Evaluating the accuracy, reliability, and limitations of AI-generated outputs, 4 = Using AI responsibly and communicating transparently about its use (e.g., bias, data privacy, accountability) , 5 = Writing effective prompts or instructions for AI systems, 6 = Exploring creative or advanced ways to use AI to improve work quality or innovation, 7 = Peer workshops or discussions to share AI use experiences and good practices, 8 = Troubleshooting or resolving AI-related issues, 9 = Receiving formal recognition, certificates, or badges for completed

AI capability and workplace climate

Measure	Item wording	Response options	Notes
AI confidence	How confident are you in your ability to do the following? 1. Choose when to use AI systems effectively 2. Evaluate whether AI-generated outputs are trustworthy 3. How easy do you find it to get AI technologies/products to do what you want them to do?	Items 1 and 2 1 = Not at all confident 2 = Slightly confident 3 = Moderately confident 4 = Very confident 5 = Extremely confident Item 3 1 = Extremely difficult 2 = Somewhat difficult 3 = Neither easy nor difficult 4 = Somewhat easy 5 = Extremely easy	Asked of all employees. Item 3 is adapted from the AI Self-Efficacy Scale[5]. Items 1 and 2 were written for this survey. Grouped into a binary indicator on the two confidence items. Responses 1 and 2 (not at all, slightly) = no. Responses 3 to 5 (moderately to extremely confident) = yes.
Workplace norm: AI use is normalised	1. At my workplace, AI is not discussed much. People are aware of it but rarely discuss how to use it. 2. Most people in my workplace still prefer completing tasks manually rather than using AI.	1 = Strongly disagree 2 = Somewhat disagree 3 = Neither agree nor disagree 4 = Somewhat agree 5 = Strongly agree	Asked of all employees. Items 1 and 2 reverse coded before averaging.
Workplace norm: AI use is judged	People may judge others (including me) differently based on how much they use AI at work (e.g., using AI too much, not using AI enough, using AI "wrong").	1 = Strongly disagree 2 = Somewhat disagree 3 = Neither agree nor disagree 4 = Somewhat agree 5 = Strongly agree	Asked of all employees. Grouped into a binary indicator. Responses 1 to 3 (strongly disagree to neither) = no. Responses 4 and 5 (somewhat agree, strongly agree) = yes, classified as perceiving a judgement climate.

[5] Wang, Y. Y., & Chuang, Y. W. (2024). Artificial intelligence self-efficacy: Scale development and validation. Education and Information Technologies, 29(4), 4785–4808. https://doi.org/10.1007/s10639-023-12015-w

Measure	Item wording	Response options	Notes
Openness about own AI use	How open are you about your use of AI tools with the following groups? 1. Colleagues 2. Managers or supervisors 3. People you line-manage	1 = Not at all open 2 = Slightly open 3 = Moderately open 4 = Mostly open 5 = Completely open	Asked only of employees answering “yes” to AI adoption. The third item was shown only to those with management responsibility, so the composite averages the items each employee was shown. Grouped into a binary indicator on the mean. Below 3 = no. 3 or above (moderately open or more) = yes.

Reasons for non-adoption

Measure	Item wording	Response options	Notes
Reasons for not using AI	To what extent do you agree with the following statements about why you currently do not use AI at work? 1. My daily tasks are not easily replaceable or automatable with AI. 2. I am not sure how to effectively adopt AI for my tasks. 3. I do not fully trust AI to produce accurate or reliable results for my work. 4. I already have my own way of working that I am satisfied with, so I do not feel the need to use AI. 5. I do not have enough time to learn or adopt AI into my workflow right now.	1 = Strongly disagree 2 = Somewhat disagree 3 = Neither agree nor disagree 4 = Somewhat agree 5 = Strongly agree	Asked only of employees answering “no” to AI adoption. Grouped into a binary indicator for each item. Responses 1 to 3 (strongly disagree to neither) = no. Responses 4 and 5 (somewhat agree, strongly agree) = yes.

B.2 Psychosocial response measures

Measure	Item wording	Response options	Notes
Psychological safety	Please think about your workplace. For each statement below, indicate how much you agree or disagree. 1. If you make a mistake in my workplace, it is often held against you. 2. People in my workplace are able to bring up problems and tough issues. 3. People in my workplace sometimes reject others for being different. 4. It is safe to take a risk in my workplace. 5. It is difficult to ask for help from people in my workplace. 6. No one in my workplace would deliberately act in a way that undermines my efforts. 7. In my workplace, my unique skills and talents are valued and utilized.	1 = Strongly disagree 2 = Somewhat disagree 3 = Neither agree nor disagree 4 = Somewhat agree 5 = Strongly agree	Asked of all employees. Items taken from the team psychological safety scale[6], administered on a five-point scale in place of the original seven-point scale. Items 1, 3 and 5 reverse coded before averaging.
Concern about AI's impact on own role	1. I am concerned that adopting AI in my role could reduce my control over my work. 2. I am concerned about the risk that the development of AI tools poses to my current job role.	1 = Strongly disagree 2 = Somewhat disagree 3 = Neither agree nor disagree 4 = Somewhat agree 5 = Strongly agree	Asked of all employees. Grouped into a binary indicator for each item. Responses 1 to 3 (strongly disagree to neither) = no. Responses 4 and 5 (somewhat agree, strongly agree) = yes.

[6] Edmondson, A. (1999). Psychological Safety and Learning Behavior in Work Teams. Administrative Science Quarterly, 44(2), 350–383. https://doi.org/10.2307/2666999

Measure	Item wording	Response options	Notes
Use-shaming concern	I would be hesitant to be open about using AI at work due to concerns about others' perceptions.	1 = Strongly disagree 2 = Somewhat disagree 3 = Neither agree nor disagree 4 = Somewhat agree 5 = Strongly agree	Asked of all employees. Grouped into a binary indicator. Responses 1 to 3 (strongly disagree to neither) = no. Responses 4 and 5 (somewhat agree, strongly agree) = yes.
Non-use-shaming concern	I worry that now, or in the near future, not using AI at work may make me appear slow, outdated, or less capable compared to others.	1 = Strongly disagree 2 = Somewhat disagree 3 = Neither agree nor disagree 4 = Somewhat agree 5 = Strongly agree	Asked of all employees. Grouped into a binary indicator. Responses 1 to 3 (strongly disagree to neither) = no. Responses 4 and 5 (somewhat agree, strongly agree) = yes.
Generational AI bias	1. I feel that people who grew up more familiar with technology have an advantage when it comes to using AI. 2. Compared with older employees, younger employees tend to learn workplace AI tools more quickly, even when both receive similar training.	1 = Strongly disagree 2 = Somewhat disagree 3 = Neither agree nor disagree 4 = Somewhat agree 5 = Strongly agree	Asked of all employees. Grouped into a binary indicator for each item. Responses 1 to 3 (strongly disagree to neither) = no. Responses 4 and 5 (somewhat agree, strongly agree) = yes.

B.3 Personal attribute measures

11 measures of personal attributes were introduced in Year 3. Each is standardised before entering the models, so that coefficients can be compared across attributes measured with different numbers of items.

PERSONAL ATTRIBUTE	WHAT IT REFLECTS
BIG FIVE: OPENNESS	Curiosity, imagination, and receptiveness to new ideas and experiences.
BIG FIVE: CONSCIENTIOUSNESS	Self-discipline, organisation, reliability, and goal-directed behaviour.
BIG FIVE: EXTRAVERSION	Sociability, assertiveness, energy, and engagement with the external world.
BIG FIVE: AGREEABLENESS	Cooperation, trust, empathy, and consideration for others.
BIG FIVE: NEUROTICISM	Tendency to experience stress, worry, and emotional instability.
AGILITY	A proactive readiness to anticipate, adapt to, and act on change.
RESILIENCE	The capacity to recover from setbacks and adapt effectively to challenges and change.
COLLABORATION	The tendency to work effectively with others, share knowledge, and build relationships across teams.
GROWTH MINDSET	A belief that abilities and skills can be developed through effort, learning, and experience.
GENERAL SELF-EFFICACY	Confidence in one's ability to achieve goals and successfully deal with challenges.
COGNITIVE ABILITY	The capacity for reasoning, learning, problem-solving, and understanding complex information.

Measure	Item wording	Response options	Notes
Big Five: Openness	I am someone who… 1. is fascinated by art, music, or literature 2. has little interest in abstract ideas 3. is original, comes up with new ideas	1 = Disagree strongly 2 = Disagree 3 = Neither agree nor disagree 4 = Agree 5 = Agree strongly	Asked of all employees. Items taken from the BFI-2-XS, the extra-short form of the Big Five Inventory 2[7]. Item 2 reverse coded before averaging. Standardised for modelling.
Big Five: Conscientiousness	I am someone who… 1. tends to be disorganized 2. has difficulty getting started on tasks 3. is reliable, can always be counted on	1 = Disagree strongly 2 = Disagree 3 = Neither agree nor disagree 4 = Agree 5 = Agree strongly	Asked of all employees. Items taken from the BFI-2-XS, as above. Items 1 and 2 reverse coded before averaging. Standardised for modelling.
Big Five: Extraversion	I am someone who… 1. tends to be quiet 2. is dominant, acts as a leader 3. is full of energy	1 = Disagree strongly 2 = Disagree 3 = Neither agree nor disagree 4 = Agree 5 = Agree strongly	Asked of all employees. Items taken from the BFI-2-XS, as above. Item 1 reverse coded before averaging. Standardised for modelling.

[7] Soto, C. J., & John, O. P. (2017). Short and extra-short forms of the Big Five Inventory–2: The BFI-2-S and BFI-2-XS. Journal of Research in Personality, 68, 69–81. https://doi.org/10.1016/j.jrp.2017.02.004

Measure	Item wording	Response options	Notes
Big Five: Agreeableness	I am someone who… 1. is compassionate, has a soft heart 2. is sometimes rude to others 3. assumes the best about people	1 = Disagree strongly 2 = Disagree 3 = Neither agree nor disagree 4 = Agree 5 = Agree strongly	Asked of all employees. Items taken from the BFI-2-XS, as above. Item 2 reverse coded before averaging. Standardised for modelling.
Big Five: Neuroticism	I am someone who… 1. worries a lot 2. tends to feel depressed, blue 3. is emotionally stable, not easily upset	1 = Disagree strongly 2 = Disagree 3 = Neither agree nor disagree 4 = Agree 5 = Agree strongly	Asked of all employees. Items taken from the BFI-2-XS, as above. Item 3 reverse coded before averaging. Standardised for modelling.
Agility	1. At work, I continuously spend time thinking about how we can do things differently. 2. I am always thinking about what we need to do differently to meet upcoming change. 3. I push others/my team to continuously make changes based on what is happening in the company. 4. In the last month, I have proposed a change about our work to my leader. 5. I continuously work to understand what is going on in other areas to see if I need to make changes in what I'm doing.	1 = Strongly disagree 2 = Somewhat disagree 3 = Neither agree nor disagree 4 = Somewhat agree 5 = Strongly agree	Asked of all employees. Items taken from a validated employee agility and resilience measure[8]. Standardised for modelling.

[8] Braun, T. J., Hayes, B. C., DeMuth, R. L. F., & Taran, O. A. (2017). The Development, Validation, and Practical Application of an Employee Agility and Resilience Measure to Facilitate Organizational Change. Industrial and Organizational Psychology, 10(4), 703–723. https://doi.org/10.1017/iop.2017.79

Measure	Item wording	Response options	Notes
Resilience	1. I quickly adapt to new ways of doing things and/or new work assignments. 2. I easily change course when needed. 3. I find it easy to adapt to changing situations. 4. I am able to shift focus and activities quickly in response to changing organizational priorities. 5. I enjoy experimenting and trying new things. 6. I bounce back quickly when confronted with setbacks.	1 = Strongly disagree 2 = Somewhat disagree 3 = Neither agree nor disagree 4 = Somewhat agree 5 = Strongly agree	Asked of all employees. Items taken from the same measure as agility. Standardised for modelling.
Collaboration	1. I seek out collaboration with other departments/teams. 2. I readily provide help to other organizations when they need it. 3. When making decisions, I take special care to include other areas that may be impacted. 4. I collaborate for the good of the company as a whole rather than focusing on my own area. 5. I acknowledge and discuss tensions that exist between departments/teams in my organization.	1 = Strongly disagree 2 = Somewhat disagree 3 = Neither agree nor disagree 4 = Somewhat agree 5 = Strongly agree	Asked of all employees. Items taken from the same measure as agility. Standardised for modelling.
Growth mindset	1. I know that with effort I can improve my skills and knowledge. 2. I can influence and change my development in general. 3. I can change my skills and knowledge through practice. 4. I like to take challenges and try new things. 5. I see learning as my goal. 6. Effort makes me stronger. 7. I want to spend more time and work more on an area/theme/skill to develop my skills and knowledge. 8. I have faith in my own skills and my possibilities.	1 = Strongly disagree 2 = Somewhat disagree 3 = Neither agree nor disagree 4 = Somewhat agree 5 = Strongly agree	Asked of all employees. Items taken from the Growth Mindset Scale[9]. Standardised for modelling.

[9] Sigmundsson, H., & Haga, M. (2024). Growth Mindset Scale: Aspects of reliability and validity of a new 8-item scale assessing growth mindset. New Ideas in Psychology, 75, 101111. https://doi.org/10.1016/j.newideapsych.2024.101111

Measure	Item wording	Response options	Notes
General self-efficacy	1. I can always manage to solve difficult problems if I try hard enough. 2. If someone opposes me, I can find the means and ways to get what I want. 3. I am certain that I can accomplish my goals. 4. I am confident that I could deal efficiently with unexpected events. 5. Thanks to my resourcefulness, I can handle unforeseen situations. 6. I can solve most problems if I invest the necessary effort. 7. I can remain calm when facing difficulties because I can rely on my coping abilities. 8. When I am confronted with a problem, I can find several solutions. 9. If I am in trouble, I can think of a good solution. 10. I can handle whatever comes my way.	1 = Not at all true 2 = Hardly true 3 = Somewhat true 4 = Moderately true 5 = Exactly true	Asked of all employees. Items taken from the General Self-Efficacy Scale[10]. The published scale offers four response options. A midpoint, "somewhat true", was added here to give five, so scores are not directly comparable with studies using the original four-point form. Standardised for modelling.
Cognitive ability	Twelve reasoning items covering letter and number series, matrix reasoning, and verbal reasoning, four items of each. Item content is not reproduced here so that the items remain usable in future waves. Responses of "I don't know" are scored as incorrect rather than treated as missing. The full item bank is published by the ICAR project.	Multiple choice, with an "I don't know" option on every item	Asked of all employees. Items taken from the ICAR-16[11]. Three of its four item types were used, namely letter and number series, matrix reasoning and verbal reasoning. The fourth type, three-dimensional rotation, was not administered, so the measure runs from 0 to 12 rather than 0 to 16. Standardised for modelling.

[10] Scholz, U., Doña, B. G., Sud, S., & Schwarzer, R. (2002). Is general self-efficacy a universal construct? Psychometric findings from 25 countries. European Journal of Psychological Assessment, 18(3), 242–251. https://doi.org/10.1027/1015-5759.18.3.242

[11] Condon, D. M., & Revelle, W. (2014). The international cognitive ability resource: Development and initial validation of a public-domain measure. Intelligence, 43, 52-64. https://doi.org/10.1016/j.intell.2014.01.004

B.4 Productivity outcome measures

Measure	Item wording	Type	Response options	Notes
Hours saved from AI use (raw number)	1. How many hours do you work in a typical week on your current job? 2. How many hours a week do you believe your use of AI technologies saves you in your job role?	numerical	Both open numeric, in hours per week (Respondents were shown their own reported weekly working hours alongside the second question.)	Asked only of employees answering "yes" to AI adoption. Employees reporting more than 80 usual weekly working hours are excluded from analyses using this measure.
Hours saved from AI use (% of weekly working hours)	1. How many hours do you work in a typical week on your current job? 2. How many hours a week do you believe your use of AI technologies saves you in your job role?	Derived %	Calculated as (reported weekly hours saved through AI ÷ reported usual weekly working hours) × 100.	Asked only of employees answering "yes" to AI adoption. Employees reporting less than 10 hours or more than 80 usual weekly working hours are excluded from analyses using this measure. Derived values are capped at 100% of the working week.
Share of saved time reinvested into work	Thinking about that saved time, what share do you typically spend on additional work tasks versus personal time (e.g., breaks or finishing work earlier)? (Must total 100%) Respondents were shown their reported weekly hours and reported hours saved.	Constant sum %	Two percentages, for work-related tasks and for personal or leisure time, constrained to total 100	Asked only of AI users reporting hours saved above zero.

Measure	Item wording	Type	Response options	Notes
Uses of saved time	How are you using the time saved through AI adoption? 1. Investing it back to higher-value work. 2. Taking on new responsibilities or projects. 3. Improving work-life balance (e.g., rest, personal time, less overtime).	3 items, 5-point	1 = Not at all 2 = Slightly 3 = Somewhat 4 = Moderately 5 = Very much	Asked of all employees answering "yes" to AI adoption, including those reporting no hours saved. Grouped into a binary indicator for each item. Responses 1 to 3 (not at all to somewhat) = no. Responses 4 and 5 (moderately, very much) = yes.
Reported benefits of AI use	Please indicate how much you agree or disagree with the following statements about how AI has changed your daily work tasks. 1. It enabled me to complete my tasks faster. 2. It improved the quality of my work. 3. It allowed me to automate previously manual tasks. 4. It helped me reduce cognitive load / mental effort.	4 items, 5-point	1 = Strongly disagree 2 = Somewhat disagree 3 = Neither agree nor disagree 4 = Somewhat agree 5 = Strongly agree	Asked only of employees answering "yes" to AI adoption. Grouped into a binary indicator for each item. Responses 1 to 3 (strongly disagree to neither) = no. Responses 4 and 5 (somewhat agree, strongly agree) = yes.
Perceived job performance	How do you feel your performance is viewed by your supervisor/manager? What does your supervisor/manager (i.e., not you) think of the following aspects of your performance. 1. Your overall work performance 2. The quality of your work 3. Your ability to complete work on time / meet deadlines 4. The amount of work you accomplish 5. The frequency of errors / mistakes you make	Composite, 5 items	1 = Very poor 2 = Poor 3 = Fair 4 = Good 5 = Excellent	Asked of all employees. Grouped into a binary indicator on the mean. Below 4 = no. 4 or above (good to excellent on average) = yes, classified as rating their performance highly.

Binary and categorical measures

Measure	Category reported	n asked	%
AI adoption	Using AI at work	3,001	73.8
Involved in AI initiatives	Involved	3,001	35.2
Employer-provided AI	Employer provides in-house AI	3,001	72.1
Standardised AI workflow	Has a standardised workflow	2,215	39.0
AI training received	Any training in the past 12 months	3,001	55.7

Continuous and composite measures

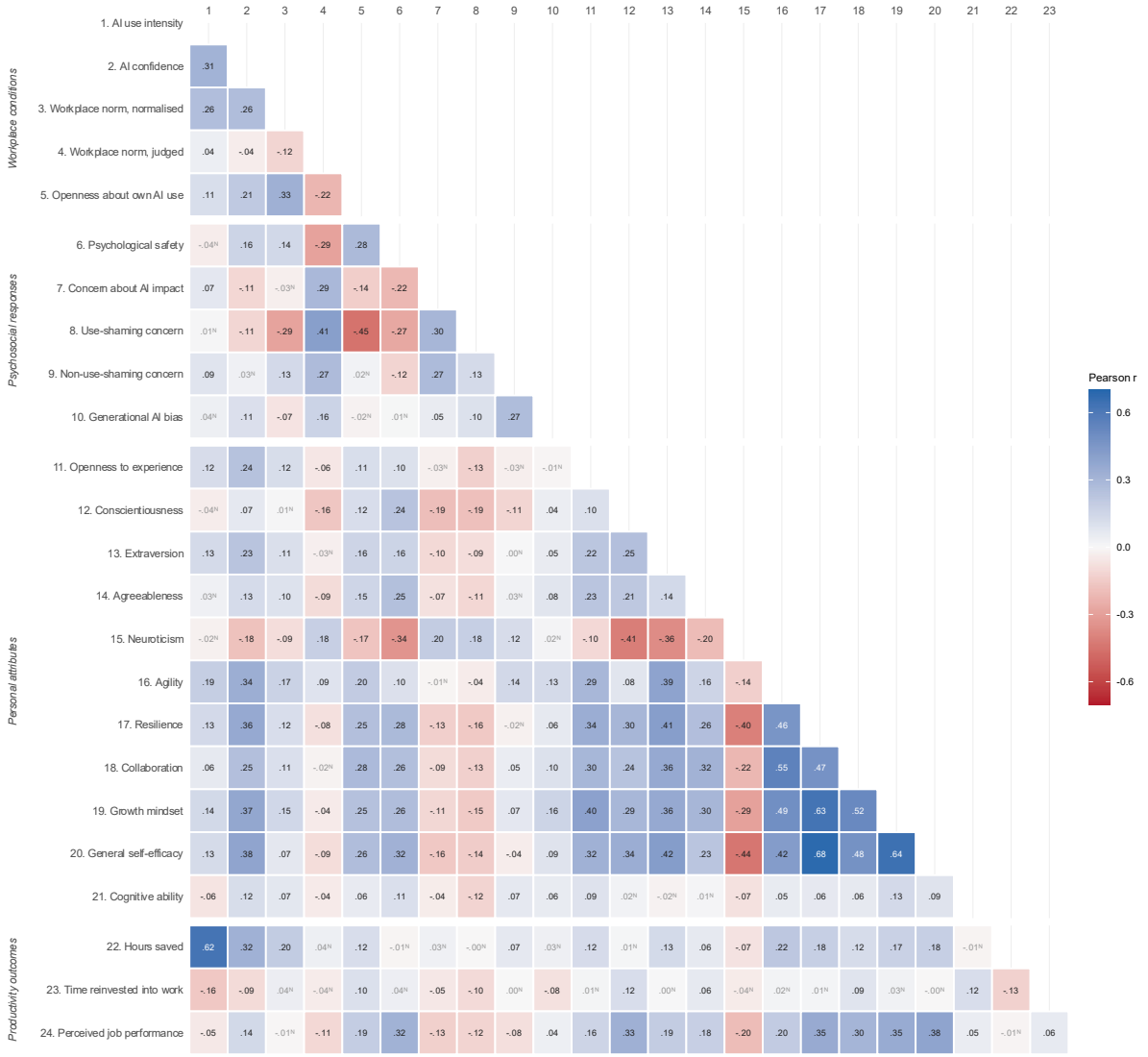
Measure	Scale	n	M	SD	Min	Max	α (k)
AI use intensity	% of tasks	2,215	29.0	21.9	1	100	single item
Demand for AI training	1 to 5	3,001	3.70	1.18	1	5	single item
Perceived benefit of training	1 to 5	1,671	3.42	1.00	1	5	single item
AI confidence	1 to 5	3,001	3.43	0.83	1	5	0.778 (3)
Workplace norm: normalised	1 to 5	3,001	2.84	1.04	1	5	0.515 (2)
Workplace norm: judged	1 to 5	3,001	2.76	1.16	1	5	single item
Openness about own AI use	1 to 5	2,215	4.04	0.93	1	5	0.882 (3)
Psychological safety	1 to 5	3,001	3.64	0.73	1	5	0.778 (7)
Concern about AI's impact on own role	1 to 5	3,001	2.73	1.14	1	5	0.799 (2)
Use-shaming concern	1 to 5	3,001	2.34	1.17	1	5	single item
Non-use-shaming concern	1 to 5	3,001	3.19	1.28	1	5	single item
Generational AI bias	1 to 5	3,001	3.78	0.89	1	5	0.653 (2)
Big Five: Openness	1 to 5	3,001	3.59	0.78	1	5	0.537 (3)
Big Five: Conscientiousness	1 to 5	3,001	3.87	0.81	1	5	0.648 (3)
Big Five: Extraversion	1 to 5	3,001	3.05	0.80	1	5	0.562 (3)

Measure	Scale	n	M	SD	Min	Max	α (k)
Big Five: Agreeableness	1 to 5	3,001	3.78	0.74	1	5	0.524 (3)
Big Five: Neuroticism	1 to 5	3,001	2.64	0.95	1	5	0.745 (3)
Agility	1 to 5	3,001	3.42	0.89	1	5	0.849 (5)
Resilience	1 to 5	3,001	3.86	0.67	1	5	0.848 (6)
Collaboration	1 to 5	3,001	3.87	0.71	1	5	0.805 (5)
Growth mindset	1 to 5	3,001	4.09	0.60	1	5	0.866 (8)
General self-efficacy	1 to 5	3,001	3.87	0.60	1.1	5	0.901 (10)
Cognitive ability	0 to 12 correct	3,001	6.85	3.09	0	12	0.787 (12)
Hours saved	% of working week	2,211	19.1	18.3	0	100	single item
Share of saved time reinvested	% of time saved	2,117	72.3	25.4	0	100	single item
Reported benefits of AI use	1 to 5	2,215	3.79	0.81	1	5	0.779 (4)
Perceived job performance	1 to 5	3,001	4.19	0.57	1	5	0.806 (5)

B.5 Correlations among measures

For the measures described above, we ran Pearson correlations among the 24 that enter the models as continuous scales, grouped by the four families set out in Appendix B. Figure B1 reports the results. We show only the lower triangle, since the matrix is symmetric, and we used pairwise complete observations because several measures were asked only of AI users. We report the matrix so that the correlations among the personal attributes, which are substantial and affect how their individual coefficients should be read, and the suppression pattern reported for neuroticism can be checked against the zero-order associations rather than taken on trust.

Correlations among the scale measures used in the analysis



B.6 Comparability of measures across survey waves

Three measures used in three-year comparisons changed in wording or format between waves. AI adoption was measured in Year 1 as agreement with a statement about regular AI use and in Years 2 and 3 as a direct question about any use, so the Year 1 figure understates adoption relative to later waves. AI training was measured in Years 1 and 2 as an agreement item and in Year 3 as a choice between training routes, which names self-guided learning explicitly. AI anxiety was asked in Year 2 as one combined item and in Year 3 as two separate items.

Hours saved and AI use intensity were introduced in Year 2. Time reinvestment, psychological safety, employer-provided AI, standardised AI workflow, the AI psychosocial items, the personal attribute scales and the cognitive ability items were all introduced in Year 3. Comparisons within a single wave, and comparisons of the same employees between Years 2 and 3, are unaffected by these changes.

We compared proportions with chi-square tests and the two percentage measures, AI use intensity and the share of the working week saved, with Mann-Whitney tests, because both are bounded and skewed. The paired comparisons use McNemar tests for proportions and Wilcoxon signed-rank tests for the percentage measures.

Comparisons across survey waves

Design	Comparison	Waves	Values by wave	N by wave	Test	p
INDEPENDENT SAMPLES	AI adoption	Year 1 vs Year 2 vs Year 3	29.4% / 69.8% / 73.8%	2,961 / 2,784 / 3,001	$\chi^2(2)$ = 1456.6	<.001
	AI adoption	Year 2 vs Year 3	69.8% / 73.8%	2,784 / 3,001	$\chi^2(1)$ = 11.3	<.001
	Working on AI initiatives	Year 2 vs Year 3	38.0% / 35.2%	2,784 / 3,001	$\chi^2(1)$ = 4.8	.028
	Received AI training	Year 1 vs Year 2 vs Year 3	31.3% / 34.6% / 55.7%	2,961 / 2,784 / 3,001	$\chi^2(2)$ = 429.0	<.001
	Received AI training	Year 2 vs Year 3	34.6% / 55.7%	2,784 / 3,001	$\chi^2(1)$ = 257.3	<.001
	Wants AI training	Year 1 vs Year 2 vs Year 3	58.6% / 57.1% / 64.2%	2,961 / 2,784 / 3,001	$\chi^2(2)$ = 33.8	<.001
	AI use intensity (% of tasks)	Year 2 vs Year 3	25.0 / 22.0	1,943 / 2,215	W = 2,212,326	.117
	Hours saved (% of week)	Year 2 vs Year 3	12.5 / 12.5	1,922 / 2,194	W = 2,065,636	.260
	AI adoption, trained vs untrained	Year 1	64.0% / 13.6%	2,961	$\chi^2(1)$ = 778.6	<.001
	AI adoption, trained vs untrained	Year 2	93.0% / 57.5%	2,784	$\chi^2(1)$ = 376.7	<.001
	AI adoption, trained vs untrained	Year 3	92.6% / 50.2%	3,001	$\chi^2(1)$ = 685.0	<.001

MATCHED RESPONDENTS	AI adoption	Year 2 to Year 3	69.4% / 81.9%	673	McNemar $\chi^2(1) = 49.2$	<.001
	Hours saved (% of week)	Year 2 to Year 3	12.5 / 13.5	435	V = 27,860	<.001
	Concern AI risks their job	Year 1 to Year 3	24.8% / 37.0%	322	McNemar $\chi^2(1) = 13.5$	<.001
	Concern AI risks their job	Year 2 to Year 3	19.4% / 36.6%	314	McNemar $\chi^2(1) = 31.2$	<.001

Appendix C: Analysis.

C.1 Specifications

We performed a linear regression predicting each of the fourteen outcomes reported in this report, using ordinary least squares for continuous outcomes and a linear probability model for binary outcomes. All of these relationships are cross-sectional, so neither coefficient supports a causal reading.

Model	Outcome	Sample	N	R^2
Model 1	AI adoption	Full sample	3,001	0.476
Model 2	AI use intensity (% of daily tasks)	AI users	2,215	0.326
Model 3	AI in standard workflow	AI users	2,215	0.295
Model 4	AI confidence	Full sample	3,001	0.400
Model 5	Openness about own AI use	AI users	2,215	0.260
Model 6	Hours saved (% of week)	AI users	2,215	0.278
Model 7	Share of saved time reinvested into work	AI users with positive hours saved	2,117	0.114
Model 8	Generational AI bias	Full sample	3,001	0.144
Model 9	AI anxiety	Full sample	3,001	0.191
Model 10	Use-shaming concern	Full sample	3,001	0.304
Model 11	Non-use-shaming concern	Full sample	3,001	0.228
Model 12	Psychological safety	Full sample	3,001	0.283
Model 13	Perceived job performance (all employees)	Full sample	3,001	0.306
Model 14	Perceived job performance (AI users)	AI users	2,215	0.304

R^2 from the M4 full additive specification.

Each outcome is estimated as a ladder of six specifications. Model 0 is the baseline. Models 1 to 3 each add one block of predictors to that baseline in parallel rather than cumulatively, so that the contribution attributed to a block does not depend on the order in which blocks are entered. Model 4 contains all three blocks and is the specification reported in the body of the report. Model 5 adds the interaction terms.

Every model controls for employee gender[12], age, country of residence[13], employment status, job role[14], management responsibility, sector[15], organisation size, education, organisational tenure, years in occupation, and whether the employee works from home, in the office or on a hybrid basis.

The small letter i is a name tag for a single person. Symbols without an i, such as β_0, are estimated once from the whole sample. Throughout, y_i is the outcome for employee i, C_i is the vector of controls listed in C.3, W_i the block of workplace conditions, P_i the block of psychosocial responses, A_i the block of personal attributes, and ε_i the error term. Coefficient vectors are written γ, δ, θ and λ.

$$y_i = \beta_0 + \beta_1 Age_i + \gamma' C_i + \varepsilon_i$$

M0 Controls only, including age

$$y_i = \beta_0 + \beta_1 Age_i + \gamma' C_i + \delta' W_i + \varepsilon_i$$

M1 M0 plus workplace conditions

$$y_i = \beta_0 + \beta_1 Age_i + \gamma' C_i + \theta' P_i + \varepsilon_i$$

M2 M0 plus psychosocial responses

$$y_i = \beta_0 + \beta_1 Age_i + \gamma' C_i + \lambda' A_i + \varepsilon_i$$

M3 M0 plus personal attributes

$$y_i = \beta_0 + \beta_1 Age_i + \gamma' C_i + \delta' W_i + \theta' P_i + \lambda' A_i + \varepsilon_i$$

M4 Full additive

$$y_i = \beta_0 + \beta_1 Age_i + \gamma' C_i + \delta' W_i + \theta' P_i + \lambda' A_i + \Sigma_k \pi_k (X_{ki} \times Z_{ki}) + \varepsilon_i$$

M5 M4 plus surviving interaction terms

[12] Gender was grouped into three categories, with non-binary, self-described and prefer not to say combined into a single other category. Male is the reference category.

[13] Country of residence was grouped by size rather than by content. Every country with fewer than 30 respondents was placed in a single Other category, which covers 44 respondents across 23 countries. The seven countries retained separately are the United Kingdom, Germany, the United States, Italy, Australia, Bulgaria and France. The United Kingdom is the reference category.
The remaining categorical controls were used as collected.

[14] Job role was grouped into six categories, with HR Leader, Director, C-Suite, Other Executive and Board Member combined into a single senior and executive category. Entry-Level is the reference category.

[15] Sector was grouped into five categories following the standard sector classification. Growth and Innovation combines technology, telecommunications and data infrastructure, media and entertainment, and biotechnology and medical devices. Financials combines the five financial services categories together with insurance and real estate finance. Cyclicals combines consumer discretionary, industrials, materials and real estate. Defensives combines health care, consumer staples, education, government and utilities. Energy combines oil and gas with renewables.

We used HC3 heteroskedasticity-consistent standard errors for all coefficients. We mean-centred age and the psychosocial and AI-related predictors so that their coefficients are interpreted relative to the mean rather than zero. We standardised the eleven personal attributes to a mean of zero and a standard deviation of one, because they are built from different numbers of items and standardising makes their coefficients comparable with one another. We grouped the categories of several controls, combining related sectors, roles and education levels so that no coefficient would be identified from a very small group. For the country of residence, we grouped all countries with fewer than 30 respondents into a single "Other" category.

C.2 Interaction screening by lasso regression

We ran a lasso regression to examine whether any of the relationships we report differ across employees rather than holding in common. The lasso answers whether any individual interaction earns its place when all of them compete against one another and against the main effects.

We ran the screen on the four productivity outcomes, namely perceived job performance among all employees and among AI users, hours saved, and the share of saved time reinvested into work. We left controls and main effects unpenalised, so only the interaction terms were subject to shrinkage and the screen could not discard a main effect to make room for an interaction. We used ten-fold cross-validation and report the terms retained at the penalty minimising cross-validated error and at the more conservative one standard error rule. We repeated the analysis using the personal attributes entered as tertile groups rather than continuous scores, in case the relationship was not linear. No interaction was retained in any of the eight runs, at either penalty.

C.3 Model Results Tables

1. AI usage (AIUSE)

Predictor	M0: Controls only	M1: + Workplace conditions	M2: + Psychosocial responses	M3: + Personal attributes	M4: Full additive	M5: + Interactions
Intercept	+0.692*** (0.053)	+0.303*** (0.047)	+0.691*** (0.050)	+0.718*** (0.053)	+0.368*** (0.047)	+0.367*** (0.048)
Generational factors						
Age	-0.004*** (0.001)	-0.001 (0.001)	-0.001 (0.001)	-0.003*** (0.001)	+0.000 (0.001)	-0.001 (0.001)
AI environment & engagement						
Received AI training		+0.151*** (0.017)			+0.125*** (0.017)	+0.220*** (0.045)
In-house AI access		+0.408*** (0.023)			+0.376*** (0.023)	+0.403*** (0.027)
AI-related job role		+0.081*** (0.013)			+0.056*** (0.013)	+0.060*** (0.013)
Manager age		-0.000 (0.001)			-0.000 (0.001)	-0.000 (0.001)
Psychosocial & climate						
Psychological safety			+0.009 (0.011)		+0.001 (0.010)	+0.002 (0.010)

Predictor	M0: Controls only	M1: + Workplace conditions	M2: + Psychosocial responses	M3: + Personal attributes	M4: Full additive	M5: + Interactions
Workplace Norm: AI use is normalised			+0.090*** (0.007)		+0.035*** (0.006)	+0.055*** (0.012)
Workplace Norm: AI use is judged			+0.030*** (0.006)		+0.010 (0.006)	+0.009 (0.006)
AI anxiety			-0.003 (0.007)		-0.012* (0.006)	-0.011 (0.006)
AI self-efficacy			+0.108*** (0.010)		+0.065*** (0.010)	+0.062*** (0.010)
Personal attributes						
General self-efficacy				-0.032** (0.011)	-0.029** (0.010)	-0.026** (0.010)
Growth mindset				+0.038*** (0.011)	+0.022* (0.009)	+0.021* (0.009)
Resilience				+0.000 (0.011)	-0.010 (0.010)	-0.011 (0.010)
Collaboration				+0.011 (0.010)	-0.002 (0.008)	-0.002 (0.008)
Agility				+0.052*** (0.010)	+0.024** (0.009)	+0.024** (0.009)
Big Five: Openness				-0.007 (0.008)	-0.017* (0.007)	-0.017* (0.007)
Big Five: Conscientiousness				-0.021* (0.008)	-0.007 (0.007)	-0.005 (0.007)
Big Five: Extraversion				+0.005 (0.009)	-0.000 (0.007)	-0.001 (0.007)
Big Five: Agreeableness				+0.012 (0.008)	+0.007 (0.006)	+0.009 (0.006)
Big Five: Neuroticism				-0.010 (0.009)	+0.002 (0.008)	+0.003 (0.008)
Cognitive ability				+0.022** (0.008)	+0.023*** (0.006)	+0.023*** (0.006)
Interactions						
Received AI training × In-house AI access						-0.120* (0.048)
Received AI training × Workplace Norm: AI use is normalised						-0.035** (0.013)
Received AI training × Age						+0.002* (0.001)

Predictor	M0: Controls only	M1: + Workplace conditions	M2: + Psychosocial responses	M3: + Personal attributes	M4: Full additive	M5: + Interactions
Job context						
Org tenure (years)	-0.002 (0.001)	-0.001 (0.001)	-0.001 (0.001)	-0.001 (0.001)	-0.001 (0.001)	-0.001 (0.001)
Years in occupation	+0.001 (0.001)	-0.000 (0.001)	-0.000 (0.001)	+0.001 (0.001)	-0.000 (0.001)	-0.000 (0.001)
Manager (vs non-manager)	+0.072** (0.023)	+0.021 (0.021)	+0.056* (0.022)	+0.054* (0.023)	+0.016 (0.020)	+0.016 (0.020)
Work location: From home	+0.081*** (0.023)	+0.026 (0.019)	+0.049* (0.021)	+0.087*** (0.023)	+0.020 (0.019)	+0.017 (0.019)
Work location: Hybrid (home + office)	+0.117*** (0.018)	+0.048** (0.015)	+0.093*** (0.017)	+0.114*** (0.018)	+0.045** (0.015)	+0.044** (0.015)
Work location: Other	-0.200*** (0.048)	-0.127** (0.043)	-0.160*** (0.046)	-0.189*** (0.048)	-0.114** (0.043)	-0.112** (0.043)
Demographic & firmographic controls						
Country: Australia	-0.028 (0.038)	-0.041 (0.033)	-0.031 (0.036)	-0.050 (0.039)	-0.048 (0.033)	-0.051 (0.033)
Country: Bulgaria	-0.005 (0.042)	-0.038 (0.036)	-0.016 (0.040)	-0.009 (0.040)	-0.028 (0.037)	-0.025 (0.037)
Country: France	+0.001 (0.045)	+0.016 (0.039)	+0.011 (0.041)	+0.003 (0.045)	+0.014 (0.036)	+0.012 (0.036)
Country: Germany	-0.112*** (0.022)	-0.043* (0.019)	-0.072*** (0.021)	-0.086*** (0.022)	-0.021 (0.019)	-0.022 (0.019)
Country: Italy	+0.055* (0.028)	+0.026 (0.025)	+0.063* (0.028)	+0.056* (0.028)	+0.031 (0.026)	+0.023 (0.025)
Country: United States of America	-0.023 (0.020)	-0.043* (0.018)	-0.047* (0.020)	-0.039 (0.021)	-0.045* (0.018)	-0.044* (0.018)
Country: Other	-0.002 (0.055)	-0.032 (0.040)	+0.001 (0.050)	-0.005 (0.057)	-0.018 (0.039)	-0.016 (0.038)
Employment status: Working part-time	-0.075** (0.027)	-0.033 (0.023)	-0.066** (0.025)	-0.072** (0.026)	-0.034 (0.022)	-0.028 (0.022)
Employment status: Temporarily away from work	-0.238*** (0.050)	-0.152*** (0.042)	-0.185*** (0.049)	-0.236*** (0.049)	-0.138** (0.043)	-0.129** (0.043)
Role: Non-management	+0.015 (0.035)	+0.017 (0.028)	+0.007 (0.034)	+0.005 (0.035)	+0.001 (0.028)	-0.000 (0.029)
Role: Supervisor	+0.052 (0.044)	+0.045 (0.036)	+0.033 (0.041)	+0.030 (0.044)	+0.026 (0.036)	+0.023 (0.036)

Predictor	M0: Controls only	M1: + Workplace conditions	M2: + Psychosocial responses	M3: + Personal attributes	M4: Full additive	M5: + Interactions
Role: Junior Management	+0.085* (0.042)	+0.057 (0.034)	+0.057 (0.039)	+0.061 (0.042)	+0.036 (0.034)	+0.034 (0.034)
Role: Department Management	+0.115** (0.042)	+0.058 (0.035)	+0.070 (0.040)	+0.078 (0.042)	+0.030 (0.034)	+0.027 (0.034)
Role: Senior / Executive	+0.113* (0.044)	+0.064 (0.036)	+0.056 (0.042)	+0.074 (0.044)	+0.034 (0.036)	+0.030 (0.036)
Sector: Defensives	-0.154*** (0.020)	-0.037* (0.018)	-0.089*** (0.019)	-0.148*** (0.020)	-0.024 (0.017)	-0.029 (0.017)
Sector: Cyclicals	-0.102*** (0.020)	-0.014 (0.017)	-0.039* (0.019)	-0.100*** (0.019)	+0.002 (0.017)	+0.003 (0.017)
Sector: Financials	-0.066*** (0.019)	-0.035* (0.017)	-0.031 (0.019)	-0.063** (0.019)	-0.021 (0.017)	-0.024 (0.016)
Sector: Energy	-0.156 (0.100)	-0.081 (0.071)	-0.079 (0.089)	-0.159 (0.091)	-0.055 (0.067)	-0.063 (0.070)
Firm size: Less than 50	-0.085** (0.027)	+0.006 (0.023)	-0.065** (0.025)	-0.069** (0.027)	+0.010 (0.022)	+0.009 (0.022)
Firm size: 51 to 250	-0.033 (0.023)	-0.001 (0.020)	-0.037 (0.022)	-0.026 (0.022)	-0.002 (0.019)	-0.003 (0.019)
Firm size: 2,501 to 9,999	+0.001 (0.020)	-0.003 (0.017)	+0.011 (0.020)	+0.005 (0.020)	-0.000 (0.017)	+0.001 (0.017)
Firm size: 10,000 or more	-0.001 (0.020)	-0.031 (0.017)	-0.013 (0.019)	+0.003 (0.020)	-0.033* (0.017)	-0.026 (0.017)
Education: High school / A-levels	+0.042 (0.035)	+0.038 (0.030)	+0.039 (0.033)	+0.025 (0.035)	+0.020 (0.029)	+0.018 (0.029)
Education: Associates / college	+0.008 (0.035)	+0.022 (0.029)	+0.011 (0.033)	-0.003 (0.035)	+0.007 (0.029)	+0.007 (0.029)
Education: Undergraduate degree	+0.091** (0.032)	+0.053 (0.027)	+0.073* (0.031)	+0.071* (0.032)	+0.028 (0.027)	+0.025 (0.027)
Education: Graduate degree	+0.122*** (0.033)	+0.055 (0.028)	+0.092** (0.031)	+0.096** (0.033)	+0.028 (0.028)	+0.027 (0.028)
Education: Doctoral degree	+0.026 (0.058)	-0.039 (0.050)	-0.019 (0.055)	+0.004 (0.057)	-0.067 (0.049)	-0.075 (0.050)
Gender: Female	-0.020 (0.015)	-0.013 (0.013)	-0.002 (0.014)	-0.017 (0.015)	-0.002 (0.013)	-0.003 (0.013)
Gender: Other	-0.067 (0.067)	-0.086 (0.054)	-0.064 (0.059)	-0.084 (0.064)	-0.080 (0.054)	-0.074 (0.053)
Model fit						
N	3,001	3,001	3,001	3,001	3,001	3,001

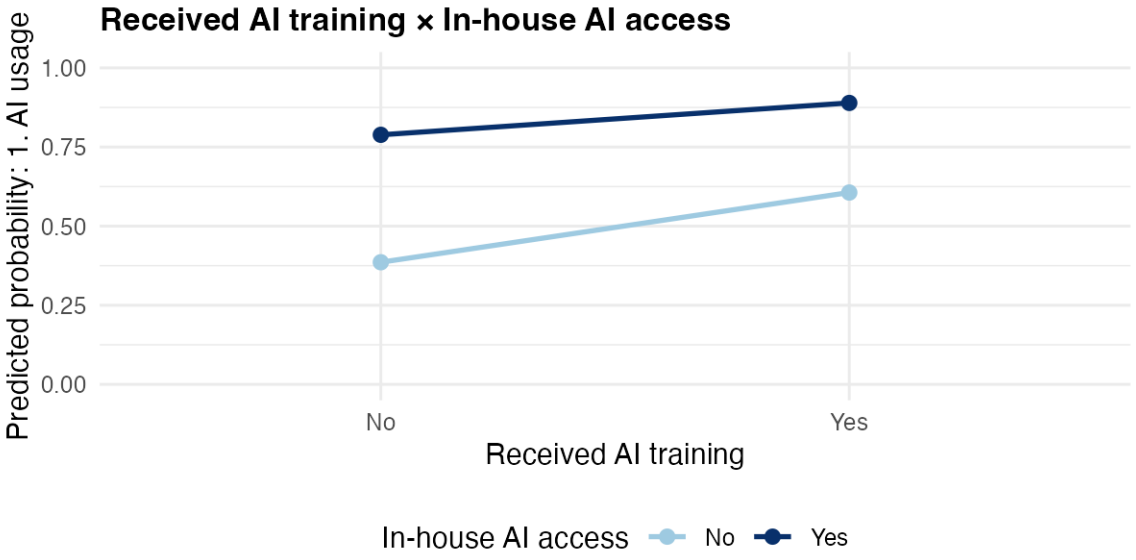
Predictor	M0: Controls only	M1: + Workplace conditions	M2: + Psychosocial responses	M3: + Personal attributes	M4: Full additive	M5: + Interactions
R^2	0.243	0.451	0.325	0.269	0.476	0.482

HC3 robust SEs in parentheses. * p<.05 ** p<.01 *** p<.001. Interaction terms with VIF > 10 were removed. Reference categories: Male (gender); In the office (work location); Entry-Level (role); Growth & Innovation (sector); Working full-time (employment status); 251–2,500 (firm size); United Kingdom (country); Gen Z (generation).

1. AI usage (AIUSE) — interaction VIF screen

Interaction	VIF	Decision
Received AI training × In-house AI access	8.87	retained (VIF 5-10, flagged)
Received AI training × Workplace Norm: AI use is normalised	2.63	retained
Received AI training × Age	2.28	retained

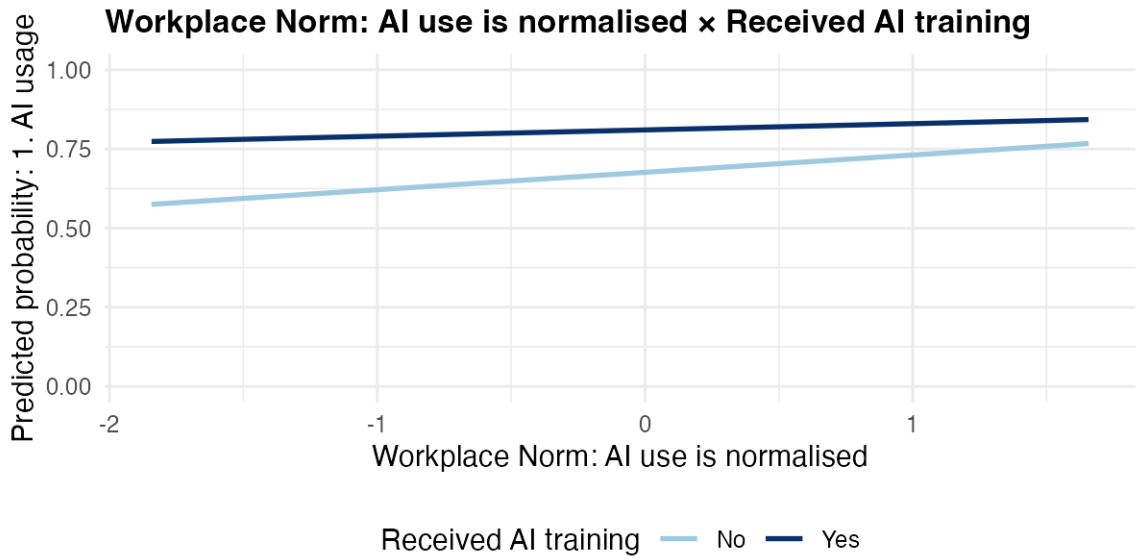
Interaction block test (M4 vs VIF-screened M5): F(3) = 10.38, p = 8.55e-07. interpret M5.
Significant interactions (VIF-passed, HC3 p < .05):



Received AI training × In-house AI access

In-house AI access level	Effect of Received AI training (No→Yes)	SE	t	p
No	+0.220***	0.045	4.91	0.000
Yes	+0.101***	0.018	5.67	0.000

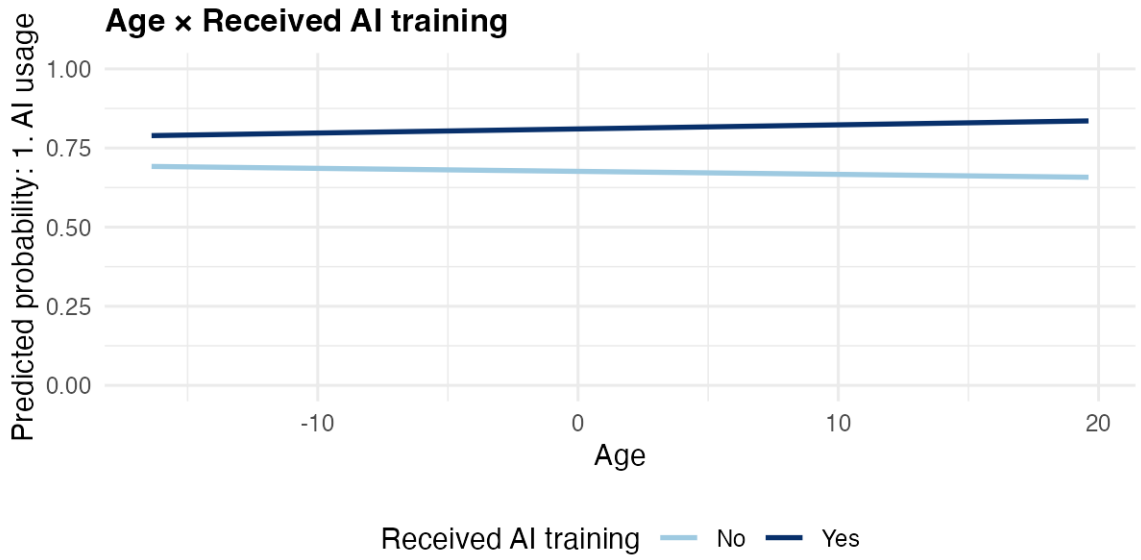
As in-house ai access increases, the effect of received ai training weakens (interaction B = -0.120*, HC3).



Workplace Norm: AI use is normalised × Received AI training

Received AI training level	Slope of Workplace Norm: AI use is normalised	SE	t	p
No	+0.055***	0.012	4.73	0.000
Yes	+0.020**	0.006	3.07	0.002

As received ai training increases, the slope of workplace norm: ai use is normalised weakens (interaction B = -0.035**, HC3).



Age × Received AI training

Received AI training level	Slope of Age	SE	t	p
No	-0.001	0.001	-0.88	0.381
Yes	+0.001	0.001	1.58	0.115

As received AI training increases, the slope of age reverses in sign (interaction B = +0.002*, HC3).

2. AI use proportion (AIUSEPROP)

Predictor	M0: Controls only	M1: + Workplace conditions	M2: + Psychosocial responses	M3: + Personal attributes	M4: Full additive	M5: + Interactions
Intercept	+34.768*** (3.549)	+20.662*** (3.619)	+31.502*** (3.405)	+33.290*** (3.590)	+20.927*** (3.561)	+20.878*** (3.559)
Generational factors						
Age	-0.217*** (0.063)	-0.076 (0.058)	-0.077 (0.060)	-0.156* (0.062)	+0.021 (0.057)	-0.011 (0.075)
AI environment & engagement						
AI-integrated standard workflow		+13.071*** (1.015)			+11.410*** (0.979)	+11.405*** (0.984)
Received AI training		+4.519*** (1.015)			+2.981** (0.976)	+3.087** (0.979)
In-house AI access		+2.291 (1.313)			+0.665 (1.280)	+0.589 (1.278)
AI-related job role		+6.735*** (0.946)			+4.273*** (0.948)	+4.308*** (0.948)
Manager age		-0.108* (0.050)			-0.097* (0.048)	-0.093 (0.048)
Psychosocial & climate						
Psychological safety			-3.355*** (0.692)		-2.633*** (0.712)	-2.607*** (0.711)
Workplace Norm: AI use is normalised			+4.568*** (0.487)		+3.390*** (0.471)	+3.300*** (0.477)
Workplace Norm: AI use is judged			+1.284** (0.421)		+0.726 (0.399)	+0.725 (0.399)
AI anxiety			+1.346** (0.440)		+0.740 (0.420)	+0.727 (0.420)
AI self-efficacy			+7.982*** (0.667)		+5.527*** (0.682)	+5.617*** (0.685)
Openness about their AI use			+0.907 (0.520)		+0.412 (0.509)	+0.412 (0.509)
Personal attributes						
General self-efficacy				+0.944 (0.769)	+0.208 (0.717)	+0.179 (0.721)
Growth mindset				+0.776 (0.732)	+0.319 (0.693)	+0.284 (0.693)
Resilience				+1.121 (0.727)	+0.897 (0.669)	+0.873 (0.670)

Predictor	M0: Controls only	M1: + Workplace conditions	M2: + Psychosocial responses	M3: + Personal attributes	M4: Full additive	M5: + Interactions
Collaboration				-1.768** (0.642)	-1.743** (0.590)	-1.694** (0.592)
Agility				+2.682*** (0.660)	+1.575** (0.607)	+1.582** (0.607)
Big Five: Openness				+0.657 (0.501)	-0.098 (0.451)	-0.128 (0.451)
Big Five: Conscientiousness				-1.606** (0.565)	-1.264* (0.499)	-1.258* (0.498)
Big Five: Extraversion				+1.215* (0.548)	+0.640 (0.502)	+0.663 (0.501)
Big Five: Agreeableness				+0.013 (0.508)	-0.025 (0.474)	-0.051 (0.475)
Big Five: Neuroticism				+0.850 (0.581)	+0.543 (0.537)	+0.543 (0.537)
Cognitive ability				-2.007*** (0.501)	-1.094* (0.461)	-1.105* (0.461)
Interactions						
Received AI training × Age						+0.065 (0.079)
Workplace Norm: AI use is normalised × Age						-0.061 (0.040)
Job context						
Org tenure (years)	-0.078 (0.065)	-0.111 (0.059)	-0.040 (0.062)	-0.042 (0.065)	-0.049 (0.058)	-0.054 (0.058)
Years in occupation	-0.066 (0.065)	-0.030 (0.060)	-0.096 (0.060)	-0.081 (0.064)	-0.055 (0.057)	-0.052 (0.057)
Manager (vs non-manager)	+1.757 (1.416)	-0.350 (1.288)	+1.193 (1.360)	+0.755 (1.401)	-0.521 (1.280)	-0.547 (1.284)
Work location: From home	+3.070* (1.471)	+2.559 (1.363)	+1.913 (1.389)	+3.416* (1.452)	+2.140 (1.328)	+2.203 (1.327)
Work location: Hybrid (home + office)	+0.630 (1.064)	-0.284 (0.990)	+0.212 (0.999)	+0.771 (1.057)	-0.081 (0.960)	-0.110 (0.959)
Work location: Other	-6.821* (3.075)	-6.137* (2.538)	-3.855 (2.905)	-7.442** (2.809)	-4.538 (2.509)	-4.624 (2.534)
Demographic & firmographic controls						
Country: Australia	+1.070 (2.198)	+1.059 (2.156)	-0.063 (2.249)	+0.969 (2.212)	+0.406 (2.170)	+0.313 (2.163)

Predictor	M0: Controls only	M1: + Workplace conditions	M2: + Psychosocial responses	M3: + Personal attributes	M4: Full additive	M5: + Interactions
Country: Bulgaria	+3.110 (2.626)	+0.997 (2.482)	+3.730 (2.567)	+2.255 (2.615)	+2.106 (2.512)	+1.890 (2.534)
Country: France	+1.291 (3.507)	+0.635 (3.221)	+1.520 (3.333)	+2.508 (3.412)	+1.662 (3.097)	+1.637 (3.100)
Country: Germany	-0.876 (1.333)	-0.500 (1.213)	+1.871 (1.250)	+0.023 (1.335)	+1.877 (1.196)	+1.944 (1.200)
Country: Italy	+3.761 (1.923)	+2.946 (1.910)	+5.474** (1.887)	+4.716* (1.967)	+5.104** (1.907)	+5.049** (1.897)
Country: United States of America	+7.084*** (1.370)	+3.164* (1.255)	+5.548*** (1.281)	+5.896*** (1.391)	+2.941* (1.229)	+2.944* (1.231)
Country: Other	+10.655* (4.161)	+6.673 (3.719)	+10.373** (3.635)	+10.194* (4.096)	+7.190* (3.403)	+7.203* (3.403)
Employment status: Working part-time	+6.668*** (1.754)	+5.696*** (1.585)	+6.838*** (1.651)	+7.240*** (1.731)	+6.408*** (1.555)	+6.515*** (1.562)
Employment status: Temporarily away from work	-6.326* (2.985)	-3.532 (2.699)	-3.519 (3.388)	-6.930* (3.065)	-2.817 (3.087)	-2.752 (3.059)
Role: Non-management	-3.029 (2.487)	-1.599 (2.440)	-2.657 (2.376)	-1.976 (2.485)	-1.341 (2.349)	-1.461 (2.353)
Role: Supervisor	-2.188 (2.959)	-1.468 (2.834)	-2.355 (2.806)	-1.604 (2.920)	-1.319 (2.738)	-1.353 (2.746)
Role: Junior Management	-1.155 (2.837)	-1.113 (2.736)	-2.074 (2.692)	-0.522 (2.818)	-1.218 (2.643)	-1.321 (2.648)
Role: Department Management	+0.111 (2.858)	-1.849 (2.742)	-1.375 (2.729)	-0.409 (2.835)	-2.332 (2.655)	-2.450 (2.663)
Role: Senior / Executive	+2.611 (3.030)	+1.211 (2.901)	+0.144 (2.931)	+1.687 (3.010)	+0.005 (2.861)	-0.115 (2.872)
Sector: Defensives	-8.237*** (1.308)	-3.168** (1.229)	-5.126*** (1.246)	-8.168*** (1.288)	-2.202 (1.185)	-2.202 (1.185)
Sector: Cyclicals	-6.723*** (1.321)	-3.341** (1.173)	-3.800** (1.237)	-6.340*** (1.301)	-1.982 (1.147)	-1.960 (1.145)
Sector: Financials	-5.909*** (1.376)	-3.978** (1.299)	-4.571*** (1.306)	-5.873*** (1.366)	-3.378** (1.273)	-3.300** (1.271)
Sector: Energy	-1.636 (5.828)	-0.263 (6.460)	-0.228 (5.950)	-2.078 (5.670)	+0.608 (6.344)	+0.629 (6.365)
Firm size: Less than 50	-0.791 (1.739)	+1.450 (1.554)	-0.743 (1.609)	-0.783 (1.697)	+0.847 (1.503)	+0.867 (1.506)

Predictor	M0: Controls only	M1: + Workplace conditions	M2: + Psychosocial responses	M3: + Personal attributes	M4: Full additive	M5: + Interactions
Firm size: 51 to 250	+2.494 (1.484)	+1.815 (1.371)	+2.088 (1.372)	+2.558 (1.465)	+1.648 (1.300)	+1.717 (1.300)
Firm size: 2,501 to 9,999	-2.092 (1.264)	-1.034 (1.169)	-1.480 (1.179)	-2.093 (1.262)	-0.880 (1.127)	-0.855 (1.127)
Firm size: 10,000 or more	-0.982 (1.270)	-0.870 (1.174)	-1.929 (1.205)	-1.165 (1.249)	-1.673 (1.140)	-1.619 (1.138)
Education: High school / A-levels	-0.638 (2.224)	+0.588 (2.066)	-0.213 (2.146)	-0.090 (2.219)	+1.267 (2.050)	+1.411 (2.050)
Education: Associates / college	-3.108 (2.232)	-2.688 (2.057)	-2.547 (2.144)	-2.664 (2.209)	-2.137 (2.029)	-2.086 (2.024)
Education: Undergraduate degree	-2.849 (1.940)	-2.552 (1.809)	-3.158 (1.890)	-1.433 (1.987)	-1.723 (1.835)	-1.640 (1.834)
Education: Graduate degree	-0.106 (2.043)	-0.265 (1.891)	-0.553 (1.981)	+1.160 (2.097)	+0.675 (1.917)	+0.802 (1.919)
Education: Doctoral degree	+4.173 (3.739)	+3.478 (3.407)	+1.921 (3.355)	+4.890 (3.607)	+3.121 (3.195)	+3.160 (3.194)
Gender: Female	-1.934* (0.944)	-1.265 (0.871)	-1.073 (0.895)	-2.299* (0.964)	-0.887 (0.874)	-0.889 (0.874)
Gender: Other	-3.558 (3.753)	-3.884 (3.742)	-4.830 (3.806)	-5.235 (3.867)	-5.168 (3.877)	-5.095 (3.861)
Model fit						
N	2,215	2,215	2,215	2,215	2,215	2,215
R^2	0.113	0.259	0.226	0.151	0.326	0.327

HC3 robust SEs in parentheses. * p<.05 ** p<.01 *** p<.001. Interaction terms with VIF > 10 were removed. Reference categories: Male (gender); In the office (work location); Entry-Level (role); Growth & Innovation (sector); Working full-time (employment status); 251–2,500 (firm size); United Kingdom (country); Gen Z (generation).

2. AI use proportion (AIUSEPROP) — interaction VIF screen

Interaction	VIF	Decision
Received AI training × Age	3.76	retained
Workplace Norm: AI use is normalised × Age	1.18	retained

Interaction block test (M4 vs VIF-screened M5): F(2) = 1.58, p = 0.207. report M4 only.
Significant interactions (VIF-passed, HC3 p < .05):
None reached p < .05.

3. Openness about AI use (ai_openness_index)

Predictor	M0: Controls only	M1: + Workplace conditions	M2: + Psychosocial responses	M3: + Personal attributes	M4: Full additive	M5: + Interactions
Intercept	+3.469*** (0.152)	+2.956*** (0.163)	+3.461*** (0.136)	+3.579*** (0.147)	+3.284*** (0.150)	+3.284*** (0.150)
Generational factors						
Age	+0.001 (0.003)	+0.004 (0.003)	+0.003 (0.003)	+0.002 (0.003)	+0.004 (0.002)	+0.005 (0.004)
AI environment & engagement						
AI use intensity		+0.002* (0.001)			+0.001 (0.001)	+0.001 (0.001)
AI-integrated standard workflow		+0.037 (0.046)			+0.004 (0.042)	+0.003 (0.042)
Received AI training		+0.056 (0.051)			-0.002 (0.046)	-0.002 (0.046)
In-house AI access		+0.465*** (0.077)			+0.292*** (0.073)	+0.293*** (0.074)
AI-related job role		+0.090* (0.044)			+0.060 (0.041)	+0.060 (0.041)
Manager age		-0.003 (0.002)			-0.001 (0.002)	-0.001 (0.002)
Psychosocial & climate						
Psychological safety			+0.232*** (0.031)		+0.158*** (0.033)	+0.158*** (0.033)
Workplace Norm: AI use is normalised			+0.221*** (0.022)		+0.197*** (0.021)	+0.197*** (0.022)
Workplace Norm: AI use is judged			-0.071*** (0.018)		-0.089*** (0.018)	-0.089*** (0.018)
AI anxiety			-0.024 (0.018)		-0.028 (0.018)	-0.028 (0.018)
AI self-efficacy			+0.168*** (0.033)		+0.059 (0.036)	+0.059 (0.037)
Personal attributes						
General self-efficacy				+0.079* (0.035)	+0.059 (0.034)	+0.059 (0.034)
Growth mindset				+0.045 (0.034)	+0.023 (0.033)	+0.023 (0.033)
Resilience				+0.061 (0.034)	+0.039 (0.033)	+0.039 (0.033)

Predictor	M0: Controls only	M1: + Workplace conditions	M2: + Psychosocial responses	M3: + Personal attributes	M4: Full additive	M5: + Interactions
Collaboration				+0.154*** (0.030)	+0.127*** (0.029)	+0.127*** (0.029)
Agility				+0.023 (0.029)	+0.034 (0.028)	+0.034 (0.029)
Big Five: Openness				-0.010 (0.022)	-0.033 (0.021)	-0.033 (0.021)
Big Five: Conscientiousness				-0.022 (0.024)	-0.033 (0.023)	-0.033 (0.023)
Big Five: Extraversion				+0.004 (0.024)	+0.008 (0.023)	+0.008 (0.023)
Big Five: Agreeableness				+0.051* (0.023)	+0.018 (0.022)	+0.018 (0.022)
Big Five: Neuroticism				-0.053* (0.026)	+0.004 (0.024)	+0.005 (0.024)
Cognitive ability				+0.023 (0.020)	+0.023 (0.020)	+0.023 (0.020)
Interactions						
Workplace Norm: AI use is normalised × Age						+0.000 (0.002)
Received AI training × Age						-0.001 (0.004)
Job context						
Org tenure (years)	+0.001 (0.003)	+0.001 (0.003)	+0.003 (0.003)	+0.001 (0.003)	+0.002 (0.003)	+0.002 (0.003)
Years in occupation	+0.004 (0.003)	+0.004 (0.003)	+0.002 (0.003)	+0.003 (0.003)	+0.001 (0.003)	+0.001 (0.003)
Manager (vs non-manager)	+0.112 (0.062)	+0.075 (0.063)	+0.089 (0.058)	+0.056 (0.060)	+0.042 (0.058)	+0.042 (0.058)
Work location: From home	+0.173** (0.064)	+0.118 (0.063)	+0.111 (0.058)	+0.198** (0.061)	+0.104 (0.058)	+0.104 (0.058)
Work location: Hybrid (home + office)	+0.161*** (0.048)	+0.116* (0.048)	+0.114* (0.044)	+0.159*** (0.046)	+0.093* (0.044)	+0.093* (0.044)
Work location: Other	+0.020 (0.183)	+0.104 (0.180)	+0.024 (0.174)	+0.049 (0.172)	+0.088 (0.174)	+0.089 (0.175)
Demographic & firmographic controls						
Country: Australia	+0.120 (0.093)	+0.098 (0.092)	+0.106 (0.088)	+0.081 (0.093)	+0.062 (0.089)	+0.062 (0.089)

Predictor	M0: Controls only	M1: + Workplace conditions	M2: + Psychosocial responses	M3: + Personal attributes	M4: Full additive	M5: + Interactions
Country: Bulgaria	+0.415*** (0.103)	+0.379*** (0.102)	+0.188 (0.099)	+0.259** (0.098)	+0.079 (0.100)	+0.079 (0.100)
Country: France	+0.129 (0.118)	+0.124 (0.113)	+0.076 (0.110)	+0.137 (0.110)	+0.084 (0.108)	+0.084 (0.108)
Country: Germany	-0.080 (0.060)	-0.045 (0.059)	-0.026 (0.056)	-0.054 (0.057)	-0.012 (0.055)	-0.012 (0.056)
Country: Italy	+0.055 (0.089)	+0.037 (0.089)	+0.019 (0.082)	+0.068 (0.088)	+0.008 (0.081)	+0.008 (0.081)
Country: United States of America	+0.010 (0.056)	-0.034 (0.056)	-0.088 (0.053)	-0.129* (0.056)	-0.145** (0.054)	-0.145** (0.054)
Country: Other	+0.123 (0.135)	+0.043 (0.130)	+0.086 (0.120)	+0.126 (0.125)	+0.048 (0.112)	+0.048 (0.112)
Employment status: Working part-time	-0.036 (0.074)	-0.034 (0.073)	+0.007 (0.066)	-0.019 (0.069)	+0.032 (0.065)	+0.031 (0.065)
Employment status: Temporarily away from work	-0.186 (0.192)	-0.143 (0.178)	-0.026 (0.154)	-0.121 (0.185)	-0.027 (0.161)	-0.026 (0.161)
Role: Non-management	+0.103 (0.103)	+0.147 (0.102)	+0.077 (0.094)	+0.107 (0.102)	+0.073 (0.096)	+0.074 (0.097)
Role: Supervisor	+0.159 (0.119)	+0.203 (0.119)	+0.117 (0.110)	+0.092 (0.117)	+0.090 (0.112)	+0.090 (0.112)
Role: Junior Management	+0.133 (0.116)	+0.152 (0.116)	+0.082 (0.107)	+0.036 (0.115)	+0.018 (0.110)	+0.018 (0.110)
Role: Department Management	+0.126 (0.119)	+0.123 (0.120)	+0.022 (0.109)	-0.013 (0.118)	-0.075 (0.112)	-0.075 (0.113)
Role: Senior / Executive	+0.315** (0.122)	+0.321** (0.123)	+0.229* (0.112)	+0.138 (0.120)	+0.122 (0.115)	+0.123 (0.115)
Sector: Defensives	-0.210*** (0.057)	-0.110 (0.057)	-0.067 (0.053)	-0.215*** (0.054)	-0.044 (0.052)	-0.044 (0.052)
Sector: Cyclicals	-0.089 (0.052)	-0.014 (0.052)	+0.029 (0.048)	-0.087 (0.050)	+0.029 (0.048)	+0.028 (0.048)
Sector: Financials	-0.024 (0.054)	+0.006 (0.055)	+0.027 (0.050)	-0.070 (0.053)	+0.002 (0.050)	+0.001 (0.050)
Sector: Energy	-0.011 (0.282)	-0.014 (0.270)	+0.085 (0.277)	-0.052 (0.246)	-0.023 (0.241)	-0.022 (0.241)
Firm size: Less than 50	+0.104 (0.072)	+0.175* (0.071)	+0.089 (0.066)	+0.122 (0.066)	+0.136* (0.064)	+0.136* (0.064)

Predictor	M0: Controls only	M1: + Workplace conditions	M2: + Psychosocial responses	M3: + Personal attributes	M4: Full additive	M5: + Interactions
Firm size: 51 to 250	-0.001 (0.060)	+0.008 (0.060)	-0.013 (0.055)	+0.011 (0.057)	+0.019 (0.054)	+0.019 (0.054)
Firm size: 2,501 to 9,999	+0.034 (0.057)	+0.035 (0.056)	+0.069 (0.053)	+0.048 (0.056)	+0.059 (0.052)	+0.058 (0.052)
Firm size: 10,000 or more	+0.126* (0.056)	+0.101 (0.056)	+0.092 (0.052)	+0.130* (0.053)	+0.080 (0.051)	+0.080 (0.051)
Education: High school / A-levels	+0.245* (0.110)	+0.255* (0.109)	+0.223* (0.098)	+0.240* (0.102)	+0.243* (0.095)	+0.243* (0.095)
Education: Associates / college	+0.171 (0.113)	+0.199 (0.112)	+0.181 (0.102)	+0.206* (0.105)	+0.215* (0.099)	+0.214* (0.099)
Education: Undergraduate degree	+0.248* (0.100)	+0.253* (0.100)	+0.192* (0.090)	+0.251** (0.095)	+0.217* (0.089)	+0.217* (0.089)
Education: Graduate degree	+0.202* (0.103)	+0.181 (0.102)	+0.166 (0.092)	+0.175 (0.097)	+0.161 (0.091)	+0.161 (0.091)
Education: Doctoral degree	+0.224 (0.152)	+0.185 (0.149)	+0.146 (0.138)	+0.205 (0.137)	+0.143 (0.130)	+0.143 (0.130)
Gender: Female	+0.006 (0.043)	+0.010 (0.042)	+0.031 (0.039)	+0.008 (0.042)	+0.009 (0.039)	+0.009 (0.039)
Gender: Other	+0.122 (0.168)	+0.094 (0.160)	+0.150 (0.157)	+0.065 (0.155)	+0.053 (0.147)	+0.052 (0.147)
Model fit						
N	2,215	2,215	2,215	2,215	2,215	2,215
R^2	0.056	0.095	0.211	0.152	0.260	0.260

HC3 robust SEs in parentheses. * p<.05 ** p<.01 *** p<.001. Interaction terms with VIF > 10 were removed. Reference categories: Male (gender); In the office (work location); Entry-Level (role); Growth & Innovation (sector); Working full-time (employment status); 251–2,500 (firm size); United Kingdom (country); Gen Z (generation).

3. Openness about AI use (ai_openness_index) — interaction VIF screen

Interaction	VIF	Decision
Workplace Norm: AI use is normalised × Age	1.18	retained
Received AI training × Age	3.76	retained

Interaction block test (M4 vs VIF-screened M5): F(2) = 0.02, p = 0.976. report M4 only.
Significant interactions (VIF-passed, HC3 p < .05):
None reached p < .05.

4. AI confidence

Predictor	M0: Controls only	M1: + Workplace conditions	M2: + Psychosocial responses	M3: + Personal attributes	M4: Full additive	M5: + Interactions
Intercept	+3.385*** (0.098)	+2.978*** (0.102)	+3.438*** (0.096)	+3.438*** (0.098)	+3.133*** (0.102)	+3.119*** (0.103)
Generational factors						
Age	-0.017*** (0.002)	-0.014*** (0.002)	-0.018*** (0.002)	-0.016*** (0.002)	-0.015*** (0.002)	-0.019*** (0.002)
AI environment & engagement						
AI use (adopter)		+0.289*** (0.041)			+0.264*** (0.039)	+0.291*** (0.045)
Received AI training		+0.097** (0.032)			+0.067* (0.031)	+0.171* (0.074)
In-house AI access		+0.133** (0.041)			+0.084* (0.039)	+0.082* (0.039)
AI-related job role		+0.192*** (0.029)			+0.157*** (0.028)	+0.158*** (0.028)
Manager age		-0.000 (0.001)			+0.000 (0.001)	-0.000 (0.001)
Psychosocial & climate						
Psychological safety			+0.076*** (0.020)		-0.005 (0.021)	-0.005 (0.021)
Workplace Norm: AI use is normalised			+0.101*** (0.015)		+0.044** (0.014)	+0.041** (0.014)
Workplace Norm: AI use is judged			+0.010 (0.013)		-0.013 (0.012)	-0.014 (0.012)
AI anxiety			-0.105*** (0.013)		-0.083*** (0.013)	-0.082*** (0.012)
Personal attributes						
General self-efficacy				+0.152*** (0.021)	+0.163*** (0.020)	+0.165*** (0.020)
Growth mindset				+0.037 (0.020)	+0.017 (0.019)	+0.016 (0.019)
Resilience				+0.051* (0.021)	+0.044* (0.020)	+0.003 (0.025)
Collaboration				+0.007 (0.019)	+0.002 (0.018)	+0.001 (0.018)
Agility				+0.045* (0.019)	+0.018 (0.018)	+0.018 (0.018)

Predictor	M0: Controls only	M1: + Workplace conditions	M2: + Psychosocial responses	M3: + Personal attributes	M4: Full additive	M5: + Interactions
Big Five: Openness				+0.045** (0.015)	+0.042** (0.014)	+0.042** (0.014)
Big Five: Conscientiousness				-0.023 (0.015)	-0.018 (0.014)	-0.017 (0.014)
Big Five: Extraversion				+0.013 (0.016)	+0.003 (0.015)	+0.002 (0.015)
Big Five: Agreeableness				+0.001 (0.014)	-0.005 (0.014)	-0.005 (0.014)
Big Five: Neuroticism				-0.009 (0.016)	+0.011 (0.016)	+0.009 (0.016)
Cognitive ability				+0.009 (0.014)	+0.001 (0.013)	-0.001 (0.013)
Interactions						
AI use (adopter) × Received AI training						-0.123 (0.078)
Received AI training × Age						+0.008*** (0.002)
Received AI training × Resilience						+0.078** (0.028)
Job context						
Org tenure (years)	-0.004* (0.002)	-0.003 (0.002)	-0.003 (0.002)	-0.002 (0.002)	-0.002 (0.002)	-0.001 (0.002)
Years in occupation	+0.003 (0.002)	+0.002 (0.002)	+0.002 (0.002)	+0.002 (0.002)	+0.001 (0.002)	+0.001 (0.002)
Manager (vs non-manager)	+0.123** (0.043)	+0.060 (0.040)	+0.108** (0.041)	+0.064 (0.040)	+0.020 (0.038)	+0.020 (0.038)
Work location: From home	+0.049 (0.042)	-0.001 (0.040)	+0.033 (0.041)	+0.058 (0.041)	+0.016 (0.039)	+0.018 (0.039)
Work location: Hybrid (home + office)	+0.068* (0.032)	-0.004 (0.031)	+0.050 (0.031)	+0.050 (0.030)	-0.006 (0.029)	-0.001 (0.029)
Work location: Other	-0.124 (0.092)	-0.029 (0.089)	-0.125 (0.091)	-0.113 (0.087)	-0.054 (0.084)	-0.051 (0.084)
Demographic & firmographic controls						
Country: Australia	+0.026 (0.073)	+0.024 (0.074)	+0.018 (0.069)	-0.022 (0.070)	-0.020 (0.066)	-0.023 (0.065)
Country: Bulgaria	-0.043 (0.081)	-0.072 (0.081)	-0.142 (0.081)	-0.143 (0.075)	-0.209** (0.076)	-0.201** (0.076)

Predictor	M0: Controls only	M1: + Workplace conditions	M2: + Psychosocial responses	M3: + Personal attributes	M4: Full additive	M5: + Interactions
Country: France	-0.000 (0.092)	-0.008 (0.083)	-0.003 (0.084)	+0.021 (0.085)	+0.004 (0.078)	-0.009 (0.078)
Country: Germany	-0.238*** (0.040)	-0.182*** (0.039)	-0.249*** (0.039)	-0.188*** (0.039)	-0.173*** (0.037)	-0.174*** (0.037)
Country: Italy	-0.022 (0.059)	-0.085 (0.059)	-0.060 (0.057)	-0.006 (0.056)	-0.089 (0.055)	-0.093 (0.056)
Country: United States of America	+0.251*** (0.041)	+0.227*** (0.040)	+0.237*** (0.039)	+0.143*** (0.038)	+0.141*** (0.037)	+0.130*** (0.037)
Country: Other	-0.032 (0.117)	-0.080 (0.112)	-0.052 (0.122)	-0.035 (0.114)	-0.084 (0.113)	-0.077 (0.111)
Employment status: Working part-time	+0.010 (0.046)	+0.044 (0.044)	+0.035 (0.045)	+0.037 (0.044)	+0.073 (0.042)	+0.079 (0.042)
Employment status: Temporarily away from work	-0.315** (0.100)	-0.200* (0.099)	-0.226* (0.100)	-0.244* (0.099)	-0.121 (0.101)	-0.141 (0.100)
Role: Non-management	-0.013 (0.066)	-0.009 (0.065)	-0.038 (0.065)	+0.005 (0.065)	-0.008 (0.064)	-0.009 (0.063)
Role: Supervisor	+0.102 (0.081)	+0.086 (0.079)	+0.075 (0.080)	+0.081 (0.079)	+0.066 (0.077)	+0.066 (0.076)
Role: Junior Management	+0.088 (0.079)	+0.049 (0.076)	+0.061 (0.078)	+0.068 (0.076)	+0.037 (0.074)	+0.038 (0.073)
Role: Department Management	+0.201* (0.081)	+0.118 (0.078)	+0.141 (0.080)	+0.120 (0.079)	+0.044 (0.076)	+0.040 (0.076)
Role: Senior / Executive	+0.303*** (0.085)	+0.224** (0.083)	+0.261** (0.084)	+0.208* (0.083)	+0.147 (0.081)	+0.137 (0.081)
Sector: Defensives	-0.129*** (0.037)	+0.008 (0.037)	-0.090* (0.038)	-0.136*** (0.035)	-0.023 (0.036)	-0.031 (0.036)
Sector: Cyclicals	-0.205*** (0.038)	-0.106** (0.037)	-0.159*** (0.038)	-0.196*** (0.036)	-0.103** (0.036)	-0.102** (0.035)
Sector: Financials	-0.070 (0.040)	-0.007 (0.039)	-0.034 (0.039)	-0.098** (0.038)	-0.028 (0.037)	-0.033 (0.037)
Sector: Energy	-0.360* (0.182)	-0.270 (0.178)	-0.259 (0.175)	-0.320* (0.162)	-0.209 (0.162)	-0.213 (0.157)
Firm size: Less than 50	-0.060 (0.046)	+0.009 (0.044)	-0.060 (0.045)	-0.024 (0.044)	+0.015 (0.042)	+0.014 (0.042)
Firm size: 51 to 250	+0.085* (0.042)	+0.105** (0.040)	+0.093* (0.041)	+0.096* (0.039)	+0.113** (0.038)	+0.114** (0.038)

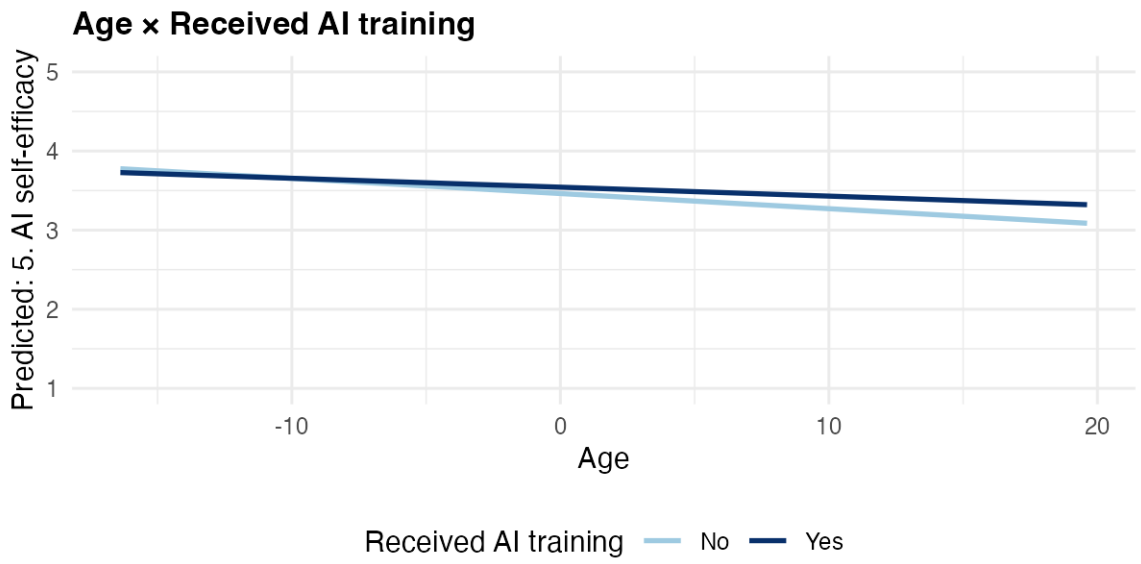
Predictor	M0: Controls only	M1: + Workplace conditions	M2: + Psychosocial responses	M3: + Personal attributes	M4: Full additive	M5: + Interactions
Firm size: 2,501 to 9,999	-0.022 (0.039)	-0.017 (0.037)	-0.015 (0.038)	+0.008 (0.037)	+0.005 (0.035)	+0.009 (0.035)
Firm size: 10,000 or more	-0.005 (0.039)	-0.010 (0.038)	-0.020 (0.037)	-0.001 (0.036)	-0.017 (0.035)	-0.011 (0.035)
Education: High school / A-levels	+0.104 (0.061)	+0.085 (0.058)	+0.086 (0.060)	+0.079 (0.060)	+0.055 (0.057)	+0.048 (0.056)
Education: Associates / college	+0.029 (0.063)	+0.029 (0.060)	+0.026 (0.062)	+0.048 (0.060)	+0.042 (0.058)	+0.049 (0.057)
Education: Undergraduate degree	+0.102 (0.056)	+0.052 (0.054)	+0.075 (0.055)	+0.096 (0.055)	+0.047 (0.053)	+0.048 (0.053)
Education: Graduate degree	+0.147* (0.058)	+0.072 (0.056)	+0.115* (0.057)	+0.112* (0.057)	+0.051 (0.055)	+0.053 (0.055)
Education: Doctoral degree	+0.205* (0.094)	+0.145 (0.092)	+0.186* (0.094)	+0.161 (0.089)	+0.119 (0.089)	+0.108 (0.089)
Gender: Female	-0.176*** (0.029)	-0.163*** (0.028)	-0.178*** (0.028)	-0.163*** (0.028)	-0.159*** (0.026)	-0.161*** (0.026)
Gender: Other	-0.131 (0.129)	-0.125 (0.126)	-0.091 (0.131)	-0.140 (0.111)	-0.103 (0.112)	-0.091 (0.109)
Model fit						
N	3,001	3,001	3,001	3,001	3,001	3,001
R^2	0.251	0.312	0.296	0.340	0.400	0.406

HC3 robust SEs in parentheses. * p<.05 ** p<.01 *** p<.001. Interaction terms with VIF > 10 were removed. Reference categories: Male (gender); In the office (work location); Entry-Level (role); Growth & Innovation (sector); Working full-time (employment status); 251–2,500 (firm size); United Kingdom (country); Gen Z (generation).

4. AI confidence — interaction VIF screen

Interaction	VIF	Decision
AI use (adopter) × Received AI training	9.17	retained (VIF 5-10, flagged)
Received AI training × Age	2.27	retained
Received AI training × Resilience	2.23	retained

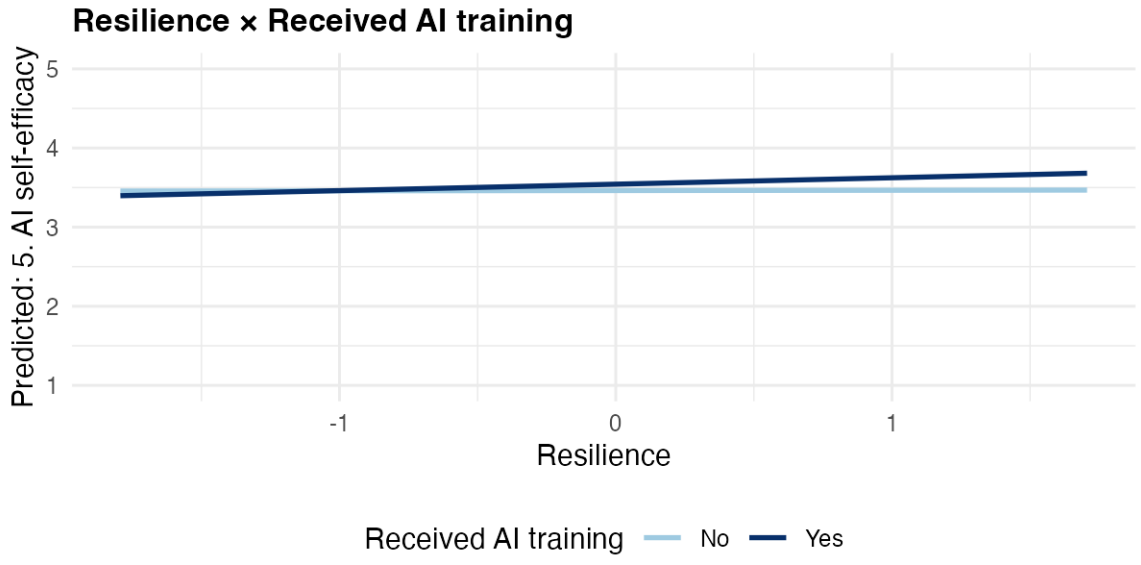
Interaction block test (M4 vs VIF-screened M5): F(3) = 8.85, p = 7.78e-06. interpret M5.
Significant interactions (VIF-passed, HC3 p < .05):



Age × Received AI training

Received AI training level	Slope of Age	SE	t	p
No	-0.019***	0.002	-9.17	0.000
Yes	-0.011***	0.002	-6.25	0.000

As received ai training increases, the slope of age weakens (interaction B = +0.008***, HC3).



Resilience × Received AI training

Received AI training level	Slope of Resilience	SE	t	p
No	+0.003	0.025	0.13	0.893
Yes	+0.081***	0.023	3.56	0.000

As received ai training increases, the slope of resilience grows stronger (interaction B = +0.078**, HC3).

5. AI-Integrated standard workflow

Predictor	M0: Controls only	M1: + Workplace conditions	M2: + Psychosocial responses	M3: + Personal attributes	M4: Full additive	M5: + Interactions
Intercept	+0.506*** (0.077)	+0.241** (0.075)	+0.465*** (0.077)	+0.497*** (0.077)	+0.245** (0.076)	+0.244** (0.076)
Generational factors						
Age	-0.006*** (0.001)	-0.003* (0.001)	-0.003* (0.001)	-0.005*** (0.001)	-0.002 (0.001)	+0.001 (0.002)
AI environment & engagement						
AI use intensity		+0.006*** (0.000)			+0.006*** (0.000)	+0.006*** (0.000)
Received AI training		+0.139*** (0.022)			+0.138*** (0.022)	+0.136*** (0.022)
In-house AI access		+0.115*** (0.027)			+0.095*** (0.028)	+0.098*** (0.028)
AI-related job role		+0.131*** (0.023)			+0.125*** (0.023)	+0.124*** (0.023)
Manager age		-0.001 (0.001)			-0.001 (0.001)	-0.001 (0.001)
Psychosocial & climate						
Psychological safety			-0.006 (0.015)		+0.010 (0.015)	+0.009 (0.015)
Workplace Norm: AI use is normalised			+0.051*** (0.011)		-0.002 (0.010)	-0.001 (0.010)
Workplace Norm: AI use is judged			+0.010 (0.009)		-0.005 (0.009)	-0.005 (0.009)
AI anxiety			+0.032*** (0.010)		+0.020* (0.009)	+0.019* (0.009)
AI self-efficacy			+0.127*** (0.015)		+0.059*** (0.015)	+0.061*** (0.015)
Openness about their AI use			+0.016 (0.011)		+0.001 (0.011)	+0.001 (0.011)
Personal attributes						
General self-efficacy				+0.009 (0.016)	-0.010 (0.015)	-0.011 (0.015)
Growth mindset				+0.013 (0.016)	+0.004 (0.015)	+0.007 (0.015)
Resilience				-0.009 (0.016)	-0.022 (0.015)	-0.021 (0.015)

Predictor	M0: Controls only	M1: + Workplace conditions	M2: + Psychosocial responses	M3: + Personal attributes	M4: Full additive	M5: + Interactions
Collaboration				-0.012 (0.014)	-0.006 (0.013)	-0.007 (0.013)
Agility				+0.025 (0.014)	-0.007 (0.013)	-0.008 (0.013)
Big Five: Openness				+0.019 (0.011)	+0.006 (0.010)	+0.006 (0.010)
Big Five: Conscientiousness				+0.015 (0.012)	+0.034** (0.011)	+0.033** (0.011)
Big Five: Extraversion				+0.034** (0.012)	+0.025* (0.011)	+0.026* (0.011)
Big Five: Agreeableness				+0.023* (0.011)	+0.023* (0.010)	+0.022* (0.010)
Big Five: Neuroticism				+0.002 (0.012)	-0.000 (0.012)	+0.000 (0.012)
Cognitive ability				-0.053*** (0.011)	-0.035*** (0.010)	-0.034*** (0.010)
Interactions						
Received AI training × Age						-0.005** (0.002)
Job context						
Org tenure (years)	+0.002 (0.002)	+0.002 (0.001)	+0.003 (0.002)	+0.002 (0.002)	+0.002 (0.001)	+0.002 (0.001)
Years in occupation	-0.002 (0.002)	-0.002 (0.001)	-0.003 (0.001)	-0.003 (0.001)	-0.002 (0.001)	-0.002 (0.001)
Manager (vs non-manager)	+0.076* (0.031)	+0.035 (0.028)	+0.064* (0.031)	+0.063* (0.031)	+0.034 (0.028)	+0.032 (0.029)
Work location: From home	-0.019 (0.032)	-0.060* (0.029)	-0.037 (0.031)	+0.005 (0.032)	-0.039 (0.029)	-0.038 (0.029)
Work location: Hybrid (home + office)	-0.009 (0.024)	-0.041 (0.022)	-0.018 (0.024)	+0.000 (0.024)	-0.033 (0.022)	-0.033 (0.022)
Work location: Other	-0.018 (0.086)	+0.052 (0.074)	+0.010 (0.084)	-0.042 (0.080)	+0.025 (0.073)	+0.028 (0.073)
Demographic & firmographic controls						
Country: Australia	-0.024 (0.051)	-0.039 (0.048)	-0.034 (0.050)	-0.025 (0.049)	-0.035 (0.046)	-0.034 (0.046)
Country: Bulgaria	+0.017 (0.065)	-0.045 (0.062)	+0.019 (0.063)	-0.019 (0.066)	-0.053 (0.063)	-0.057 (0.064)

Predictor	M0: Controls only	M1: + Workplace conditions	M2: + Psychosocial responses	M3: + Personal attributes	M4: Full additive	M5: + Interactions
Country: France	-0.006 (0.075)	-0.024 (0.067)	-0.009 (0.073)	+0.014 (0.073)	-0.020 (0.065)	-0.017 (0.065)
Country: Germany	-0.008 (0.030)	+0.008 (0.027)	+0.033 (0.030)	-0.006 (0.030)	+0.014 (0.028)	+0.012 (0.028)
Country: Italy	-0.051 (0.044)	-0.104* (0.044)	-0.026 (0.044)	-0.048 (0.044)	-0.099* (0.044)	-0.100* (0.044)
Country: United States of America	+0.200*** (0.029)	+0.123*** (0.027)	+0.168*** (0.029)	+0.159*** (0.030)	+0.094*** (0.027)	+0.093*** (0.027)
Country: Other	+0.121 (0.088)	+0.001 (0.076)	+0.121 (0.083)	+0.103 (0.089)	+0.000 (0.077)	-0.001 (0.076)
Employment status: Working part-time	+0.052 (0.034)	+0.008 (0.031)	+0.053 (0.033)	+0.049 (0.033)	-0.001 (0.031)	-0.006 (0.031)
Employment status: Temporarily away from work	-0.101 (0.089)	-0.033 (0.080)	-0.048 (0.088)	-0.100 (0.086)	-0.009 (0.078)	-0.005 (0.079)
Role: Non-management	-0.054 (0.052)	-0.015 (0.050)	-0.043 (0.052)	-0.034 (0.051)	-0.003 (0.049)	-0.002 (0.050)
Role: Supervisor	-0.036 (0.062)	-0.012 (0.059)	-0.034 (0.062)	-0.041 (0.062)	-0.017 (0.059)	-0.015 (0.059)
Role: Junior Management	-0.004 (0.060)	+0.005 (0.058)	-0.012 (0.060)	-0.007 (0.060)	+0.002 (0.058)	+0.003 (0.058)
Role: Department Management	+0.062 (0.061)	+0.035 (0.058)	+0.045 (0.060)	+0.045 (0.061)	+0.034 (0.058)	+0.037 (0.058)
Role: Senior / Executive	+0.024 (0.063)	-0.020 (0.061)	-0.006 (0.063)	-0.005 (0.064)	-0.030 (0.061)	-0.025 (0.061)
Sector: Defensives	-0.178*** (0.028)	-0.060* (0.026)	-0.134*** (0.028)	-0.174*** (0.028)	-0.054* (0.027)	-0.052 (0.027)
Sector: Cyclicals	-0.113*** (0.029)	-0.024 (0.026)	-0.071* (0.028)	-0.104*** (0.028)	-0.012 (0.026)	-0.014 (0.026)
Sector: Financials	-0.037 (0.030)	+0.030 (0.029)	-0.023 (0.030)	-0.042 (0.030)	+0.023 (0.029)	+0.022 (0.029)
Sector: Energy	-0.150 (0.143)	-0.149 (0.142)	-0.126 (0.141)	-0.151 (0.148)	-0.135 (0.150)	-0.126 (0.149)
Firm size: Less than 50	-0.092* (0.037)	-0.052 (0.033)	-0.092* (0.036)	-0.093* (0.036)	-0.057 (0.033)	-0.054 (0.033)
Firm size: 51 to 250	+0.039 (0.033)	+0.025 (0.030)	+0.030 (0.032)	+0.040 (0.033)	+0.017 (0.030)	+0.016 (0.030)

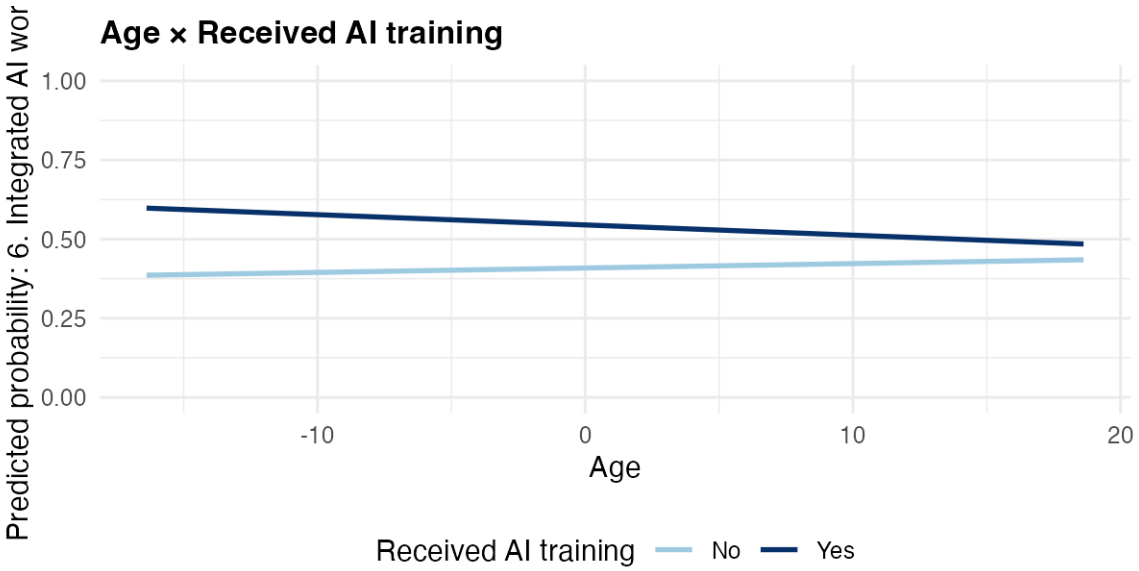
Predictor	M0: Controls only	M1: + Workplace conditions	M2: + Psychosocial responses	M3: + Personal attributes	M4: Full additive	M5: + Interactions
Firm size: 2,501 to 9,999	-0.063* (0.028)	-0.048 (0.026)	-0.052 (0.028)	-0.064* (0.028)	-0.047 (0.025)	-0.048 (0.025)
Firm size: 10,000 or more	-0.028 (0.029)	-0.036 (0.027)	-0.037 (0.028)	-0.030 (0.028)	-0.036 (0.026)	-0.038 (0.026)
Education: High school / A-levels	-0.113* (0.050)	-0.114* (0.046)	-0.114* (0.051)	-0.098* (0.050)	-0.107* (0.046)	-0.106* (0.046)
Education: Associates / college	-0.037 (0.053)	-0.017 (0.048)	-0.034 (0.053)	-0.023 (0.053)	-0.014 (0.048)	-0.015 (0.048)
Education: Undergraduate degree	-0.066 (0.046)	-0.066 (0.042)	-0.077 (0.047)	-0.035 (0.046)	-0.051 (0.043)	-0.052 (0.043)
Education: Graduate degree	-0.053 (0.048)	-0.080 (0.043)	-0.064 (0.048)	-0.027 (0.048)	-0.063 (0.044)	-0.064 (0.044)
Education: Doctoral degree	-0.071 (0.072)	-0.145* (0.067)	-0.106 (0.070)	-0.046 (0.071)	-0.127 (0.067)	-0.125 (0.067)
Gender: Female	-0.041 (0.021)	-0.027 (0.019)	-0.024 (0.021)	-0.061** (0.022)	-0.038 (0.020)	-0.035 (0.020)
Gender: Other	-0.011 (0.094)	-0.008 (0.091)	-0.023 (0.089)	-0.026 (0.093)	+0.003 (0.090)	-0.001 (0.090)
Model fit						
N	2,215	2,215	2,215	2,215	2,215	2,215
R^2	0.120	0.274	0.165	0.148	0.295	0.297

HC3 robust SEs in parentheses. * p<.05 ** p<.01 *** p<.001. Interaction terms with VIF > 10 were removed. Reference categories: Male (gender); In the office (work location); Entry-Level (role); Growth & Innovation (sector); Working full-time (employment status); 251–2,500 (firm size); United Kingdom (country); Gen Z (generation).

5. AI-Integrated standard workflow— interaction VIF screen

Interaction	VIF	Decision
Received AI training × Age	3.6	retained
Received AI training × In-house AI access	10.5	removed (VIF > 10)

Interaction block test (M4 vs VIF-screened M5): F(1) = 6.71, p = 0.00965. interpret M5.
Significant interactions (VIF-passed, HC3 p < .05):



Age × Received AI training

Received AI training level	Slope of Age	SE	t	p
No	+0.001	0.002	0.82	0.414
Yes	-0.003*	0.001	-2.28	0.023

As received ai training increases, the slope of age reverses in sign (interaction B = -0.005**, HC3).

6. Hours saved (% of week)

Predictor	M0: Controls only	M1: + Workplace conditions	M2: + Psychosocial responses	M3: + Personal attributes	M4: Full additive	M5: + Interactions
Intercept	+18.605*** (2.955)	+10.465*** (3.057)	+16.705*** (2.909)	+18.318*** (2.975)	+11.824*** (2.999)	+11.861*** (2.996)
Generational factors						
Age	-0.159*** (0.048)	-0.069 (0.046)	-0.052 (0.047)	-0.113* (0.048)	+0.002 (0.046)	-0.000 (0.057)
AI environment & engagement						
AI-integrated standard workflow		+8.264*** (0.882)			+7.128*** (0.866)	+7.134*** (0.868)
Received AI training		+3.045*** (0.854)			+2.035* (0.830)	+2.026* (0.828)
In-house AI access		+0.133 (1.346)			-1.433 (1.369)	-1.433 (1.363)
AI-related job role		+6.154*** (0.841)			+4.373*** (0.819)	+4.373*** (0.818)
Manager age		+0.014 (0.046)			+0.019 (0.045)	+0.018 (0.045)
Psychosocial & climate						
Psychological safety			-2.236*** (0.615)		-2.105*** (0.638)	-2.108*** (0.636)
Workplace Norm: AI use is normalised			+2.522*** (0.423)		+1.879*** (0.415)	+1.871*** (0.415)
Workplace Norm: AI use is judged			+1.071** (0.385)		+0.688 (0.380)	+0.687 (0.380)
AI anxiety			+0.584 (0.365)		+0.230 (0.360)	+0.227 (0.360)
AI self-efficacy			+6.536*** (0.551)		+4.398*** (0.544)	+4.398*** (0.545)
Openness about their AI use			+0.883* (0.435)		+0.379 (0.430)	+0.380 (0.430)
Personal attributes						
General self-efficacy				+1.611* (0.724)	+0.955 (0.711)	+0.957 (0.713)
Growth mindset				+0.122 (0.660)	-0.194 (0.636)	-0.197 (0.639)
Resilience				+1.168 (0.651)	+1.030 (0.624)	+1.032 (0.625)

Predictor	M0: Controls only	M1: + Workplace conditions	M2: + Psychosocial responses	M3: + Personal attributes	M4: Full additive	M5: + Interactions
Collaboration				-0.678 (0.520)	-0.633 (0.493)	-0.628 (0.493)
Agility				+2.166*** (0.513)	+1.343** (0.487)	+1.343** (0.488)
Big Five: Openness				+0.138 (0.406)	-0.328 (0.385)	-0.329 (0.386)
Big Five: Conscientiousness				-0.981* (0.456)	-0.672 (0.421)	-0.673 (0.423)
Big Five: Extraversion				+0.215 (0.469)	-0.221 (0.444)	-0.223 (0.444)
Big Five: Agreeableness				+0.088 (0.392)	+0.168 (0.379)	+0.171 (0.379)
Big Five: Neuroticism				+0.380 (0.459)	+0.102 (0.446)	+0.098 (0.447)
Cognitive ability				-0.945* (0.420)	-0.376 (0.392)	-0.373 (0.393)
Interactions						
Received AI training × Age						-0.001 (0.060)
AI self-efficacy × Age						+0.012 (0.040)
Job context						
Org tenure (years)	-0.003 (0.054)	-0.031 (0.052)	+0.022 (0.051)	+0.012 (0.054)	+0.004 (0.052)	+0.005 (0.052)
Years in occupation	-0.030 (0.049)	-0.017 (0.047)	-0.051 (0.047)	-0.048 (0.049)	-0.038 (0.046)	-0.038 (0.046)
Manager (vs non-manager)	+0.580 (1.247)	-0.984 (1.203)	-0.038 (1.212)	-0.378 (1.280)	-1.441 (1.230)	-1.449 (1.232)
Work location: From home	+1.964 (1.422)	+1.700 (1.372)	+1.320 (1.364)	+2.103 (1.419)	+1.582 (1.354)	+1.558 (1.349)
Work location: Hybrid (home + office)	+0.707 (0.928)	+0.205 (0.878)	+0.445 (0.889)	+0.710 (0.922)	+0.394 (0.867)	+0.381 (0.870)
Work location: Other	-5.791* (2.402)	-5.601* (2.260)	-3.972 (2.312)	-5.936** (2.260)	-4.346 (2.239)	-4.357 (2.243)
Demographic & firmographic controls						
Country: Australia	-1.531 (1.523)	-1.636 (1.414)	-2.165 (1.547)	-1.512 (1.551)	-1.901 (1.447)	-1.909 (1.448)

Predictor	M0: Controls only	M1: + Workplace conditions	M2: + Psychosocial responses	M3: + Personal attributes	M4: Full additive	M5: + Interactions
Country: Bulgaria	+3.401 (2.004)	+2.251 (1.988)	+4.089* (1.982)	+2.447 (2.050)	+2.948 (2.026)	+2.955 (2.031)
Country: France	+3.462 (4.501)	+2.861 (4.271)	+3.522 (4.337)	+3.934 (4.391)	+3.193 (4.191)	+3.182 (4.187)
Country: Germany	-4.576*** (1.154)	-4.601*** (1.084)	-2.649* (1.127)	-3.927*** (1.166)	-2.951** (1.106)	-2.954** (1.105)
Country: Italy	+0.894 (1.579)	+0.042 (1.529)	+2.155 (1.554)	+1.633 (1.616)	+1.665 (1.546)	+1.668 (1.547)
Country: United States of America	+6.524*** (1.199)	+3.752*** (1.129)	+5.273*** (1.150)	+5.424*** (1.236)	+3.263** (1.140)	+3.261** (1.141)
Country: Other	+5.444 (3.569)	+2.780 (3.261)	+5.309 (3.145)	+5.583 (3.446)	+3.442 (3.037)	+3.433 (3.046)
Employment status: Working part-time	+7.689*** (1.925)	+7.049*** (1.838)	+7.831*** (1.875)	+8.371*** (1.929)	+7.694*** (1.835)	+7.713*** (1.841)
Employment status: Temporarily away from work	+0.393 (2.483)	+1.800 (2.445)	+2.882 (2.545)	+0.624 (2.427)	+3.292 (2.452)	+3.247 (2.452)
Role: Non-management	-0.056 (1.637)	+0.780 (1.689)	+0.214 (1.629)	+0.439 (1.630)	+0.773 (1.649)	+0.774 (1.650)
Role: Supervisor	+1.825 (2.140)	+2.056 (2.123)	+1.581 (2.083)	+1.907 (2.132)	+1.793 (2.068)	+1.798 (2.071)
Role: Junior Management	+1.723 (1.993)	+1.582 (2.010)	+1.089 (1.938)	+1.637 (1.986)	+1.022 (1.957)	+1.034 (1.959)
Role: Department Management	+4.230* (2.047)	+2.395 (2.027)	+3.047 (1.989)	+3.222 (2.023)	+1.469 (1.956)	+1.478 (1.957)
Role: Senior / Executive	+7.890*** (2.377)	+6.141** (2.328)	+5.790* (2.334)	+6.555** (2.325)	+4.512* (2.272)	+4.499* (2.276)
Sector: Defensives	-3.551** (1.170)	-0.062 (1.170)	-1.812 (1.192)	-3.573** (1.163)	+0.161 (1.198)	+0.153 (1.197)
Sector: Cyclicals	-3.284** (1.080)	-0.873 (1.012)	-1.379 (1.030)	-3.029** (1.070)	-0.110 (1.004)	-0.118 (1.007)
Sector: Financials	-2.603* (1.123)	-1.077 (1.091)	-1.815 (1.068)	-2.883** (1.118)	-1.029 (1.070)	-1.030 (1.071)
Sector: Energy	-2.272 (4.320)	-1.264 (4.412)	-1.088 (4.024)	-2.706 (3.799)	-0.667 (3.776)	-0.721 (3.772)
Firm size: Less than 50	+0.507 (1.449)	+1.895 (1.372)	+0.568 (1.386)	+0.529 (1.429)	+1.439 (1.356)	+1.444 (1.360)

Predictor	M0: Controls only	M1: + Workplace conditions	M2: + Psychosocial responses	M3: + Personal attributes	M4: Full additive	M5: + Interactions
Firm size: 51 to 250	+1.216 (1.369)	+0.622 (1.310)	+0.809 (1.318)	+1.277 (1.352)	+0.470 (1.276)	+0.475 (1.277)
Firm size: 2,501 to 9,999	-2.491* (1.017)	-1.677 (0.958)	-2.031* (0.961)	-2.426* (1.013)	-1.521 (0.929)	-1.514 (0.930)
Firm size: 10,000 or more	-1.767 (1.004)	-1.455 (0.956)	-2.287* (0.955)	-1.766 (0.991)	-1.811 (0.931)	-1.810 (0.929)
Education: High school / A-levels	-0.367 (1.898)	+0.365 (1.874)	-0.370 (1.849)	-0.092 (1.888)	+0.583 (1.842)	+0.568 (1.845)
Education: Associates / college	-1.042 (1.707)	-0.917 (1.687)	-0.813 (1.655)	-0.552 (1.651)	-0.500 (1.628)	-0.516 (1.632)
Education: Undergraduate degree	-0.408 (1.594)	-0.303 (1.569)	-0.681 (1.528)	+0.452 (1.590)	+0.130 (1.524)	+0.122 (1.524)
Education: Graduate degree	+0.843 (1.639)	+0.707 (1.616)	+0.438 (1.574)	+1.515 (1.638)	+1.122 (1.578)	+1.112 (1.579)
Education: Doctoral degree	+4.089 (3.931)	+3.245 (3.687)	+2.524 (3.745)	+4.467 (3.866)	+2.956 (3.647)	+2.939 (3.645)
Gender: Female	-2.141** (0.786)	-1.674* (0.746)	-1.425 (0.761)	-2.154** (0.804)	-1.151 (0.750)	-1.154 (0.752)
Gender: Other	-7.744* (3.071)	-7.957** (2.499)	-8.347** (2.786)	-8.852** (2.906)	-8.543*** (2.405)	-8.526*** (2.407)
Model fit						
N	2,194	2,194	2,194	2,194	2,194	2,194
R^2	0.118	0.215	0.202	0.151	0.267	0.267

HC3 robust SEs in parentheses. * p<.05 ** p<.01 *** p<.001. Interaction terms with VIF > 10 were removed. Reference categories: Male (gender); In the office (work location); Entry-Level (role); Growth & Innovation (sector); Working full-time (employment status); 251–2,500 (firm size); United Kingdom (country); Gen Z (generation).

6. Hours saved (% of week) — interaction VIF screen

Interaction	VIF	Decision
Received AI training × Age	3.77	retained
AI self-efficacy × Age	1.17	retained
Received AI training × In-house AI access	10.44	removed (VIF > 10)

Interaction block test (M4 vs VIF-screened M5): F(2) = 0.04, p = 0.962. report M4 only.
Significant interactions (VIF-passed, HC3 p < .05):
None reached p < .05.

7. Time reinvested to work

Predictor	M0: Controls only	M1: + Workplace conditions	M2: + Psychosocial responses	M3: + Personal attributes	M4: Full additive	M5: + Interactions
Intercept	+70.550*** (4.200)	+72.767*** (4.445)	+73.229*** (4.225)	+74.309*** (4.233)	+79.463*** (4.498)	+78.394*** (4.636)
Generational factors						
Age	+0.188* (0.079)	+0.158 (0.082)	+0.112 (0.080)	+0.157* (0.079)	+0.088 (0.083)	+0.084 (0.083)
AI environment & engagement						
Hours saved (per 10% of week)		-0.685 (0.389)			-0.671 (0.396)	-0.160 (0.930)
AI use intensity (per 10%)		-1.107** (0.352)			-0.929** (0.355)	-0.937** (0.358)
AI-integrated standard workflow		-1.680 (1.304)			-1.680 (1.311)	-1.668 (1.314)
Received AI training		-2.116 (1.508)			-2.530 (1.501)	-1.063 (2.103)
In-house AI access		+2.073 (2.165)			+0.343 (2.139)	+0.257 (2.151)
AI-related job role		-0.479 (1.272)			-0.571 (1.278)	-0.567 (1.278)
Manager age		-0.140* (0.069)			-0.116 (0.068)	-0.120 (0.068)
Psychosocial & climate						
Psychological safety			+0.494 (0.903)		-1.358 (0.975)	-1.334 (0.978)
Workplace Norm: AI use is normalised			+0.548 (0.621)		+1.193 (0.638)	+1.164 (0.640)
Workplace Norm: AI use is judged			-0.463 (0.536)		-0.222 (0.542)	-0.267 (0.543)
AI anxiety			-0.736 (0.553)		-0.210 (0.562)	-0.220 (0.563)
AI self-efficacy			-4.340*** (0.921)		-2.829** (1.030)	-3.649** (1.342)
Openness about their AI use			+2.809*** (0.721)		+2.684*** (0.723)	+2.648*** (0.724)
Personal attributes						
General self-efficacy				-2.555** (0.911)	-1.762 (0.945)	-1.826 (0.947)

Predictor	M0: Controls only	M1: + Workplace conditions	M2: + Psychosocial responses	M3: + Personal attributes	M4: Full additive	M5: + Interactions
Growth mindset				+0.040 (0.958)	-0.025 (0.963)	-0.030 (0.969)
Resilience				-0.300 (0.952)	-0.254 (0.954)	-0.174 (0.953)
Collaboration				+2.713** (0.867)	+2.272** (0.880)	+2.217* (0.885)
Agility				+0.342 (0.872)	+0.851 (0.882)	+0.793 (0.883)
Big Five: Openness				+0.130 (0.680)	+0.394 (0.687)	+0.403 (0.688)
Big Five: Conscientiousness				+2.831*** (0.695)	+2.560*** (0.709)	+2.573*** (0.714)
Big Five: Extraversion				-0.378 (0.679)	-0.109 (0.677)	-0.080 (0.676)
Big Five: Agreeableness				+0.778 (0.660)	+0.792 (0.674)	+0.796 (0.676)
Big Five: Neuroticism				-0.235 (0.730)	-0.146 (0.742)	-0.113 (0.744)
Cognitive ability				+3.321*** (0.596)	+2.899*** (0.605)	+2.894*** (0.605)
Interactions						
Hours saved (per 10% of week) × AI self-efficacy						+0.449 (0.424)
Hours saved (per 10% of week) × Received AI training						-0.882 (0.927)
Job context						
Org tenure (years)	+0.098 (0.091)	+0.126 (0.091)	+0.086 (0.089)	+0.053 (0.090)	+0.086 (0.090)	+0.086 (0.090)
Years in occupation	+0.119 (0.089)	+0.109 (0.089)	+0.115 (0.088)	+0.111 (0.088)	+0.092 (0.088)	+0.097 (0.088)
Manager (vs non-manager)	+3.023 (1.795)	+3.538* (1.797)	+3.117 (1.774)	+2.852 (1.778)	+3.302 (1.767)	+3.363 (1.762)
Work location: From home	-0.131 (1.774)	-0.059 (1.759)	-0.767 (1.763)	-0.088 (1.776)	-0.441 (1.773)	-0.438 (1.775)

Predictor	M0: Controls only	M1: + Workplace conditions	M2: + Psychosocial responses	M3: + Personal attributes	M4: Full additive	M5: + Interactions
Work location: Hybrid (home + office)	-1.491 (1.321)	-1.612 (1.335)	-1.999 (1.312)	-1.963 (1.298)	-2.307 (1.316)	-2.322 (1.313)
Work location: Other	-9.421 (7.918)	-11.019 (7.983)	-9.296 (8.139)	-9.954 (8.056)	-10.984 (8.188)	-11.108 (8.202)
Demographic & firmographic controls						
Country: Australia	-6.851* (3.195)	-7.026* (3.155)	-7.459* (3.245)	-7.719* (3.174)	-8.687** (3.174)	-8.590** (3.187)
Country: Bulgaria	-3.835 (3.339)	-3.632 (3.493)	-6.407 (3.365)	-4.379 (3.206)	-6.519 (3.396)	-6.351 (3.396)
Country: France	-6.837 (3.856)	-6.982 (4.150)	-7.322 (3.922)	-8.309* (3.876)	-8.493* (4.187)	-8.340* (4.154)
Country: Germany	-3.208 (1.771)	-3.310 (1.775)	-3.892* (1.766)	-3.213 (1.752)	-3.488* (1.762)	-3.418 (1.765)
Country: Italy	-3.978 (2.470)	-3.698 (2.491)	-5.106* (2.430)	-5.446* (2.418)	-5.645* (2.421)	-5.564* (2.418)
Country: United States of America	-3.955** (1.469)	-2.134 (1.540)	-3.072* (1.479)	-4.738** (1.498)	-2.577 (1.549)	-2.555 (1.544)
Country: Other	-3.902 (4.429)	-1.212 (4.521)	-4.682 (4.360)	-2.998 (4.085)	-1.433 (4.132)	-1.378 (4.128)
Employment status: Working part-time	-1.079 (2.071)	+0.373 (2.089)	-0.740 (2.100)	-2.157 (2.049)	-0.514 (2.089)	-0.519 (2.097)
Employment status: Temporarily away from work	-10.141 (6.091)	-8.791 (5.920)	-10.940 (6.218)	-8.517 (5.985)	-8.025 (5.958)	-7.935 (5.975)
Role: Non-management	-2.607 (2.680)	-2.910 (2.695)	-3.422 (2.713)	-3.503 (2.649)	-4.187 (2.680)	-4.120 (2.678)
Role: Supervisor	-5.447 (3.290)	-5.341 (3.279)	-6.104 (3.322)	-6.761* (3.260)	-7.033* (3.274)	-6.905* (3.278)
Role: Junior Management	-5.716 (3.196)	-5.601 (3.196)	-6.227 (3.225)	-7.708* (3.165)	-8.050* (3.176)	-7.969* (3.176)
Role: Department Management	-4.704 (3.225)	-3.764 (3.232)	-5.006 (3.265)	-6.416* (3.209)	-5.874 (3.234)	-5.724 (3.235)
Role: Senior / Executive	-4.934 (3.290)	-3.163 (3.317)	-5.287 (3.333)	-6.457* (3.280)	-5.618 (3.321)	-5.449 (3.331)
Sector: Defensives	+2.091 (1.572)	+0.277 (1.596)	+2.833 (1.601)	+2.359 (1.568)	+1.534 (1.603)	+1.577 (1.603)

Predictor	M0: Controls only	M1: + Workplace conditions	M2: + Psychosocial responses	M3: + Personal attributes	M4: Full additive	M5: + Interactions
Sector: Cyclicals	+2.166 (1.602)	+0.888 (1.612)	+1.902 (1.595)	+1.991 (1.579)	+0.832 (1.577)	+0.840 (1.576)
Sector: Financials	+2.304 (1.576)	+1.120 (1.583)	+2.391 (1.575)	+1.901 (1.580)	+0.992 (1.586)	+0.972 (1.587)
Sector: Energy	-4.029 (9.733)	-4.864 (9.364)	-4.239 (9.671)	-4.800 (10.367)	-5.975 (9.749)	-6.119 (9.805)
Firm size: Less than 50	+1.596 (2.110)	+1.654 (2.133)	+1.189 (2.082)	+1.913 (2.065)	+1.377 (2.065)	+1.406 (2.066)
Firm size: 51 to 250	-3.411 (1.762)	-2.824 (1.764)	-2.888 (1.747)	-3.237 (1.725)	-2.265 (1.730)	-2.222 (1.733)
Firm size: 2,501 to 9,999	-0.733 (1.656)	-1.112 (1.656)	-0.939 (1.631)	-0.472 (1.658)	-0.899 (1.650)	-0.826 (1.652)
Firm size: 10,000 or more	+2.802 (1.538)	+2.710 (1.572)	+2.269 (1.534)	+3.412* (1.524)	+2.773 (1.552)	+2.788 (1.556)
Education: High school / A-levels	+3.382 (3.011)	+2.811 (3.011)	+2.962 (2.992)	+2.637 (2.952)	+2.046 (2.954)	+2.084 (2.956)
Education: Associates / college	+1.772 (3.205)	+1.298 (3.215)	+1.280 (3.173)	+1.388 (3.166)	+0.735 (3.168)	+0.696 (3.167)
Education: Undergraduate degree	+3.599 (2.756)	+3.183 (2.765)	+2.817 (2.733)	+1.414 (2.723)	+0.910 (2.726)	+0.986 (2.725)
Education: Graduate degree	+3.417 (2.803)	+3.379 (2.808)	+2.920 (2.783)	+0.791 (2.771)	+0.838 (2.768)	+0.902 (2.770)
Education: Doctoral degree	-0.699 (4.561)	+0.199 (4.499)	-0.777 (4.492)	-2.080 (4.370)	-1.357 (4.297)	-1.277 (4.291)
Gender: Female	+2.332 (1.208)	+1.820 (1.209)	+1.790 (1.198)	+2.188 (1.222)	+1.230 (1.212)	+1.213 (1.215)
Gender: Other	+2.760 (4.561)	+1.746 (4.526)	+2.165 (4.288)	+3.030 (4.445)	+0.984 (4.301)	+0.927 (4.313)
Model fit						
N	2,117	2,097	2,117	2,117	2,097	2,097
R^2	0.041	0.064	0.063	0.078	0.111	0.112

HC3 robust SEs in parentheses. * p<.05 ** p<.01 *** p<.001. Interaction terms with VIF > 10 were removed. Reference categories: Male (gender); In the office (work location); Entry-Level (role); Growth & Innovation (sector); Working full-time (employment status); 251–2,500 (firm size); United Kingdom (country); Gen Z (generation).

7. Time reinvested to work — interaction VIF screen

Interaction	VIF	Decision
Hours saved (per 10% of week) × AI self-efficacy	2.91	retained
Hours saved (per 10% of week) × Received AI training	7.11	retained (VIF 5-10, flagged)

Interaction block test (M4 vs VIF-screened M5): F(2) = 1.13, p = 0.324. report M4 only.
Significant interactions (VIF-passed, HC3 p < .05):
None reached p < .05.

8. Generational AI bias

Predictor	M0: Controls only	M1: + Workplace conditions	M2: + Psychosocial responses	M3: + Personal attributes	M4: Full additive	M5: + Interactions
Intercept	+3.703*** (0.111)	+3.539*** (0.115)	+3.692*** (0.109)	+3.786*** (0.110)	+3.575*** (0.113)	+3.571*** (0.113)
Generational factors						
Age	-0.013*** (0.002)	-0.013*** (0.002)	-0.011*** (0.002)	-0.012*** (0.002)	-0.011*** (0.002)	-0.004 (0.003)
AI environment & engagement						
AI use (adopter)		+0.224*** (0.049)			+0.222*** (0.048)	+0.236*** (0.048)
Received AI training		+0.024 (0.041)			+0.041 (0.040)	+0.039 (0.040)
In-house AI access		+0.041 (0.048)			+0.053 (0.046)	+0.058 (0.046)
AI-related job role		-0.011 (0.038)			-0.001 (0.038)	-0.005 (0.038)
Manager age		+0.004* (0.002)			+0.004* (0.002)	+0.005* (0.002)
Psychosocial & climate						
Psychological safety			+0.066** (0.025)		+0.019 (0.027)	+0.025 (0.027)
Workplace Norm: AI use is normalised			-0.080*** (0.019)		-0.105*** (0.020)	-0.104*** (0.020)
Workplace Norm: AI use is judged			+0.120*** (0.016)		+0.104*** (0.016)	+0.106*** (0.016)
AI anxiety			-0.000 (0.016)		+0.008 (0.016)	+0.008 (0.016)
AI self-efficacy			+0.063* (0.025)		+0.005 (0.026)	+0.011 (0.026)
Personal attributes						
General self-efficacy				+0.033 (0.027)	+0.033 (0.027)	+0.029 (0.026)
Growth mindset				+0.124*** (0.027)	+0.116*** (0.026)	+0.117*** (0.026)
Resilience				-0.061* (0.025)	-0.059* (0.024)	-0.055* (0.024)
Collaboration				+0.018 (0.024)	+0.014 (0.024)	+0.015 (0.024)

Predictor	M0: Controls only	M1: + Workplace conditions	M2: + Psychosocial responses	M3: + Personal attributes	M4: Full additive	M5: + Interactions
Agility				+0.054* (0.024)	+0.030 (0.024)	+0.030 (0.024)
Big Five: Openness				-0.082*** (0.019)	-0.069*** (0.018)	-0.069*** (0.018)
Big Five: Conscientiousness				+0.041* (0.019)	+0.057** (0.019)	+0.053** (0.019)
Big Five: Extraversion				+0.003 (0.020)	+0.003 (0.020)	+0.002 (0.020)
Big Five: Agreeableness				+0.054** (0.018)	+0.059** (0.018)	+0.056** (0.018)
Big Five: Neuroticism				+0.070*** (0.021)	+0.053* (0.021)	+0.054** (0.021)
Cognitive ability				+0.027 (0.017)	+0.025 (0.017)	+0.027 (0.017)
Interactions						
Received AI training × Age						-0.006 (0.003)
AI use (adopter) × Age						-0.005 (0.004)
AI anxiety × Age						+0.005*** (0.001)
Job context						
Org tenure (years)	+0.003 (0.002)	+0.003 (0.002)	+0.003 (0.002)	+0.003 (0.002)	+0.002 (0.002)	+0.003 (0.002)
Years in occupation	-0.005* (0.002)	-0.006** (0.002)	-0.005* (0.002)	-0.006* (0.002)	-0.006* (0.002)	-0.006** (0.002)
Manager (vs non-manager)	+0.049 (0.050)	+0.024 (0.050)	+0.035 (0.049)	+0.019 (0.050)	-0.005 (0.049)	-0.010 (0.049)
Work location: From home	-0.146** (0.050)	-0.163** (0.050)	-0.143** (0.050)	-0.130** (0.049)	-0.131** (0.049)	-0.124* (0.049)
Work location: Hybrid (home + office)	-0.036 (0.038)	-0.062 (0.039)	-0.038 (0.038)	-0.046 (0.038)	-0.061 (0.038)	-0.060 (0.038)
Work location: Other	-0.057 (0.095)	+0.004 (0.094)	-0.038 (0.092)	-0.054 (0.092)	+0.015 (0.089)	+0.021 (0.091)
Demographic & firmographic controls						
Country: Australia	-0.066 (0.096)	-0.062 (0.095)	-0.029 (0.096)	-0.086 (0.096)	-0.049 (0.094)	-0.052 (0.094)

Predictor	M0: Controls only	M1: + Workplace conditions	M2: + Psychosocial responses	M3: + Personal attributes	M4: Full additive	M5: + Interactions
Country: Bulgaria	-0.163 (0.111)	-0.149 (0.112)	-0.056 (0.110)	-0.206 (0.111)	-0.080 (0.111)	-0.096 (0.110)
Country: France	-0.013 (0.118)	-0.004 (0.120)	+0.034 (0.123)	-0.030 (0.120)	+0.021 (0.124)	+0.010 (0.125)
Country: Germany	-0.001 (0.049)	+0.024 (0.049)	+0.006 (0.048)	+0.031 (0.049)	+0.042 (0.047)	+0.035 (0.047)
Country: Italy	+0.106 (0.068)	+0.096 (0.069)	+0.155* (0.068)	+0.103 (0.068)	+0.132 (0.068)	+0.136* (0.068)
Country: United States of America	+0.058 (0.049)	+0.060 (0.049)	+0.052 (0.050)	+0.031 (0.050)	+0.038 (0.050)	+0.037 (0.050)
Country: Other	-0.178 (0.148)	-0.167 (0.152)	-0.150 (0.144)	-0.139 (0.136)	-0.107 (0.133)	-0.107 (0.133)
Employment status: Working part-time	+0.127* (0.051)	+0.155** (0.051)	+0.127* (0.050)	+0.126* (0.051)	+0.142** (0.050)	+0.141** (0.051)
Employment status: Temporarily away from work	+0.188 (0.097)	+0.243* (0.096)	+0.186* (0.094)	+0.211* (0.094)	+0.230* (0.091)	+0.227* (0.091)
Role: Non-management	+0.162* (0.072)	+0.152* (0.071)	+0.193** (0.071)	+0.136 (0.071)	+0.166* (0.069)	+0.152* (0.069)
Role: Supervisor	+0.140 (0.094)	+0.121 (0.094)	+0.150 (0.093)	+0.109 (0.092)	+0.113 (0.090)	+0.106 (0.090)
Role: Junior Management	+0.226** (0.087)	+0.197* (0.086)	+0.250** (0.086)	+0.193* (0.086)	+0.201* (0.084)	+0.186* (0.084)
Role: Department Management	+0.200* (0.091)	+0.158 (0.090)	+0.216* (0.089)	+0.128 (0.089)	+0.133 (0.087)	+0.116 (0.087)
Role: Senior / Executive	+0.214* (0.096)	+0.165 (0.096)	+0.208* (0.093)	+0.151 (0.094)	+0.131 (0.092)	+0.136 (0.092)
Sector: Defensives	+0.026 (0.045)	+0.062 (0.046)	-0.026 (0.046)	+0.029 (0.045)	+0.000 (0.046)	+0.001 (0.046)
Sector: Cyclicals	-0.005 (0.047)	+0.020 (0.047)	-0.027 (0.046)	-0.007 (0.046)	-0.020 (0.046)	-0.023 (0.046)
Sector: Financials	+0.055 (0.052)	+0.066 (0.051)	+0.045 (0.051)	+0.042 (0.051)	+0.032 (0.051)	+0.033 (0.051)
Sector: Energy	+0.169 (0.171)	+0.207 (0.173)	+0.136 (0.186)	+0.135 (0.163)	+0.110 (0.177)	+0.119 (0.172)
Firm size: Less than 50	-0.231*** (0.056)	-0.207*** (0.056)	-0.226*** (0.055)	-0.211*** (0.055)	-0.185*** (0.055)	-0.185*** (0.055)

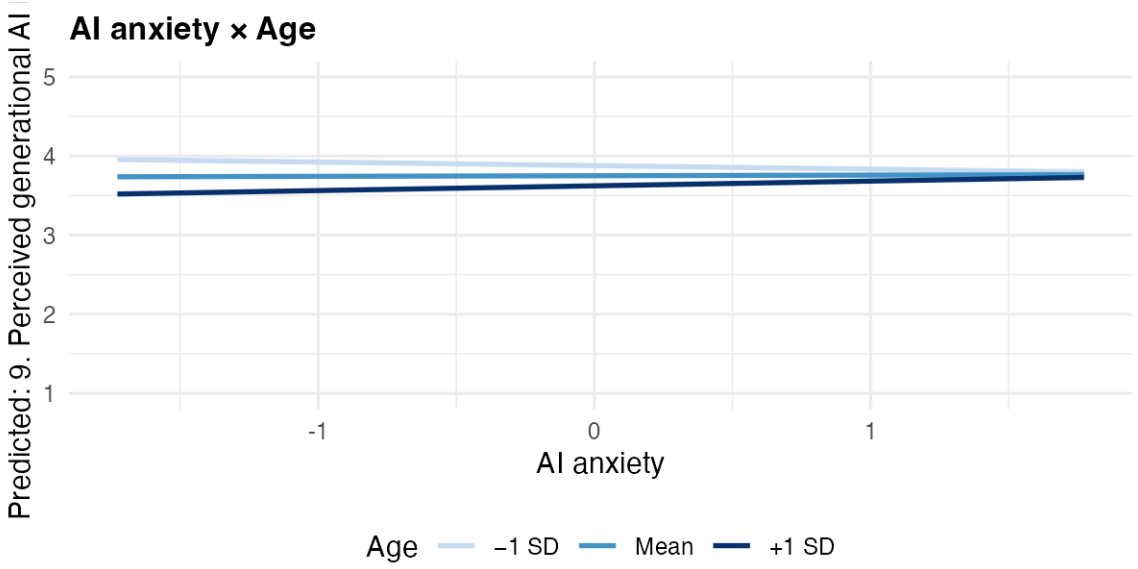
Predictor	M0: Controls only	M1: + Workplace conditions	M2: + Psychosocial responses	M3: + Personal attributes	M4: Full additive	M5: + Interactions
Firm size: 51 to 250	-0.034 (0.048)	-0.023 (0.047)	-0.045 (0.047)	-0.013 (0.047)	-0.013 (0.045)	-0.012 (0.045)
Firm size: 2,501 to 9,999	-0.115* (0.046)	-0.116* (0.045)	-0.106* (0.045)	-0.111* (0.045)	-0.111* (0.044)	-0.112* (0.044)
Firm size: 10,000 or more	-0.121* (0.047)	-0.125** (0.047)	-0.100* (0.047)	-0.128** (0.047)	-0.112* (0.047)	-0.112* (0.046)
Education: High school / A-levels	+0.037 (0.072)	+0.021 (0.072)	+0.038 (0.070)	+0.019 (0.073)	+0.013 (0.071)	+0.025 (0.071)
Education: Associates / college	+0.007 (0.072)	-0.001 (0.072)	+0.019 (0.070)	-0.007 (0.071)	+0.000 (0.070)	+0.006 (0.070)
Education: Undergraduate degree	+0.073 (0.067)	+0.041 (0.067)	+0.087 (0.065)	+0.052 (0.067)	+0.042 (0.066)	+0.048 (0.066)
Education: Graduate degree	+0.038 (0.070)	-0.003 (0.070)	+0.036 (0.068)	+0.014 (0.070)	-0.018 (0.069)	-0.016 (0.069)
Education: Doctoral degree	-0.130 (0.118)	-0.155 (0.117)	-0.118 (0.114)	-0.156 (0.121)	-0.156 (0.116)	-0.136 (0.116)
Gender: Female	-0.056 (0.034)	-0.053 (0.034)	-0.045 (0.034)	-0.091** (0.035)	-0.085* (0.034)	-0.079* (0.034)
Gender: Other	-0.157 (0.132)	-0.147 (0.135)	-0.152 (0.131)	-0.172 (0.131)	-0.154 (0.135)	-0.148 (0.138)
Model fit						
N	3,001	3,001	3,001	3,001	3,001	3,001
R^2	0.068	0.082	0.101	0.103	0.144	0.151

HC3 robust SEs in parentheses. * p<.05 ** p<.01 *** p<.001. Interaction terms with VIF > 10 were removed. Reference categories: Male (gender); In the office (work location); Entry-Level (role); Growth & Innovation (sector); Working full-time (employment status); 251–2,500 (firm size); United Kingdom (country); Gen Z (generation).

8. Generational AI bias — interaction VIF screen

Interaction	VIF	Decision
Received AI training × Age	3.06	retained
AI use (adopter) × Age	4.58	retained
AI anxiety × Age	1.04	retained

Interaction block test (M4 vs VIF-screened M5): F(3) = 8.11, p = 2.23e-05. interpret M5.
Significant interactions (VIF-passed, HC3 p < .05):



AI anxiety × Age

Age level	Slope of AI anxiety	SE	t	p
−1 SD	-0.045*	0.020	-2.24	0.025
Mean	+0.008	0.016	0.47	0.635
+1 SD	+0.060*	0.024	2.49	0.013

As age increases, the slope of ai anxiety reverses in sign (interaction B = +0.005***, HC3).

9. AI anxiety

Predictor	M0: Controls only	M1: + Workplace conditions	M2: + Psychosocial responses	M3: + Personal attributes	M4: Full additive	M5: + Interactions
Intercept	+3.149*** (0.142)	+3.192*** (0.152)	+3.052*** (0.134)	+3.081*** (0.140)	+2.951*** (0.143)	+2.983*** (0.145)
Generational factors						
Age	-0.010*** (0.003)	-0.010*** (0.003)	-0.012*** (0.002)	-0.008** (0.003)	-0.010*** (0.003)	-0.010*** (0.003)
AI environment & engagement						
AI use (adopter)		-0.192** (0.061)			-0.121* (0.059)	-0.115 (0.062)
Received AI training		+0.028 (0.052)			+0.044 (0.049)	+0.038 (0.049)
In-house AI access		+0.074 (0.061)			+0.149* (0.058)	+0.148* (0.058)
AI-related job role		+0.082 (0.050)			+0.087 (0.048)	+0.095* (0.048)
Manager age		+0.001 (0.002)			-0.000 (0.002)	-0.000 (0.002)
Psychosocial & climate						
Psychological safety			-0.204*** (0.030)		-0.136*** (0.032)	-0.106* (0.053)
Workplace Norm: AI use is normalised			-0.018 (0.022)		-0.038 (0.023)	-0.068 (0.048)
Workplace Norm: AI use is judged			+0.226*** (0.019)		+0.209*** (0.019)	+0.204*** (0.019)
AI self-efficacy			-0.234*** (0.029)		-0.212*** (0.031)	-0.222*** (0.031)
Personal attributes						
General self-efficacy				-0.064 (0.033)	-0.016 (0.032)	-0.016 (0.032)
Growth mindset				-0.054 (0.031)	-0.045 (0.029)	-0.049 (0.030)
Resilience				-0.041 (0.031)	-0.022 (0.030)	-0.020 (0.030)
Collaboration				-0.009 (0.028)	+0.006 (0.027)	+0.008 (0.027)
Agility				+0.054 (0.028)	+0.016 (0.027)	+0.015 (0.027)

Predictor	M0: Controls only	M1: + Workplace conditions	M2: + Psychosocial responses	M3: + Personal attributes	M4: Full additive	M5: + Interactions
Big Five: Openness				+0.016 (0.024)	+0.033 (0.023)	+0.034 (0.023)
Big Five: Conscientiousness				-0.086*** (0.025)	-0.064** (0.024)	-0.062** (0.024)
Big Five: Extraversion				-0.015 (0.026)	-0.020 (0.024)	-0.019 (0.024)
Big Five: Agreeableness				-0.025 (0.023)	+0.001 (0.022)	+0.003 (0.022)
Big Five: Neuroticism				+0.125*** (0.027)	+0.069** (0.026)	+0.067* (0.026)
Cognitive ability				-0.053* (0.021)	-0.034 (0.020)	-0.033 (0.020)
Interactions						
AI use (adopter) × Workplace Norm: AI use is normalised						+0.048 (0.056)
Workplace Norm: AI use is normalised × AI self-efficacy						-0.073** (0.025)
AI use (adopter) × Psychological safety						-0.040 (0.062)
Job context						
Org tenure (years)	+0.003 (0.003)	+0.002 (0.003)	+0.001 (0.003)	+0.002 (0.003)	+0.001 (0.003)	+0.001 (0.003)
Years in occupation	-0.002 (0.003)	-0.002 (0.003)	-0.001 (0.003)	-0.001 (0.003)	-0.001 (0.003)	-0.001 (0.003)
Manager (vs non-manager)	-0.086 (0.064)	-0.091 (0.064)	-0.052 (0.059)	-0.050 (0.064)	-0.048 (0.059)	-0.045 (0.059)
Work location: From home	+0.172** (0.064)	+0.175** (0.064)	+0.185** (0.061)	+0.141* (0.063)	+0.151* (0.061)	+0.144* (0.061)
Work location: Hybrid (home + office)	+0.073 (0.051)	+0.080 (0.052)	+0.101* (0.048)	+0.068 (0.049)	+0.081 (0.048)	+0.080 (0.048)
Work location: Other	-0.241* (0.119)	-0.261* (0.120)	-0.215 (0.114)	-0.263* (0.119)	-0.230* (0.116)	-0.224 (0.116)
Demographic & firmographic controls						
Country: Australia	-0.094 (0.121)	-0.105 (0.122)	-0.061 (0.109)	-0.047 (0.122)	-0.040 (0.111)	-0.049 (0.112)

Predictor	M0: Controls only	M1: + Workplace conditions	M2: + Psychosocial responses	M3: + Personal attributes	M4: Full additive	M5: + Interactions
Country: Bulgaria	-0.435*** (0.126)	-0.444*** (0.127)	-0.213 (0.118)	-0.340** (0.120)	-0.194 (0.117)	-0.204 (0.118)
Country: France	-0.015 (0.145)	-0.017 (0.145)	+0.088 (0.144)	+0.012 (0.152)	+0.102 (0.149)	+0.103 (0.150)
Country: Germany	-0.258*** (0.062)	-0.269*** (0.062)	-0.305*** (0.058)	-0.256*** (0.061)	-0.286*** (0.059)	-0.290*** (0.059)
Country: Italy	-0.318** (0.097)	-0.325*** (0.098)	-0.230** (0.089)	-0.297** (0.093)	-0.236** (0.089)	-0.244** (0.089)
Country: United States of America	-0.066 (0.066)	-0.082 (0.066)	+0.046 (0.061)	+0.030 (0.065)	+0.065 (0.062)	+0.070 (0.062)
Country: Other	-0.164 (0.187)	-0.183 (0.187)	-0.144 (0.188)	-0.186 (0.185)	-0.181 (0.188)	-0.188 (0.189)
Employment status: Working part-time	+0.079 (0.066)	+0.072 (0.067)	+0.066 (0.063)	+0.079 (0.065)	+0.071 (0.063)	+0.073 (0.063)
Employment status: Temporarily away from work	+0.316** (0.119)	+0.290* (0.119)	+0.087 (0.124)	+0.217 (0.115)	+0.073 (0.122)	+0.099 (0.119)
Role: Non-management	-0.079 (0.092)	-0.074 (0.092)	-0.032 (0.089)	-0.095 (0.091)	-0.036 (0.089)	-0.043 (0.089)
Role: Supervisor	-0.110 (0.121)	-0.102 (0.121)	-0.046 (0.115)	-0.070 (0.120)	-0.025 (0.115)	-0.035 (0.115)
Role: Junior Management	-0.013 (0.114)	-0.004 (0.115)	+0.037 (0.108)	+0.016 (0.114)	+0.053 (0.109)	+0.043 (0.109)
Role: Department Management	-0.232* (0.117)	-0.233* (0.117)	-0.135 (0.111)	-0.176 (0.117)	-0.121 (0.112)	-0.124 (0.112)
Role: Senior / Executive	-0.132 (0.121)	-0.133 (0.122)	-0.055 (0.115)	-0.082 (0.120)	-0.042 (0.117)	-0.049 (0.117)
Sector: Defensives	-0.242*** (0.059)	-0.233*** (0.061)	-0.320*** (0.056)	-0.245*** (0.058)	-0.288*** (0.057)	-0.294*** (0.057)
Sector: Cyclicals	-0.037 (0.059)	-0.028 (0.060)	-0.108 (0.056)	-0.046 (0.057)	-0.080 (0.056)	-0.085 (0.056)
Sector: Financials	+0.055 (0.067)	+0.060 (0.068)	+0.050 (0.063)	+0.098 (0.065)	+0.085 (0.063)	+0.083 (0.063)
Sector: Energy	+0.272 (0.237)	+0.263 (0.243)	+0.034 (0.220)	+0.192 (0.219)	+0.028 (0.220)	+0.014 (0.216)
Firm size: Less than 50	-0.066 (0.070)	-0.063 (0.071)	-0.037 (0.066)	-0.094 (0.069)	-0.039 (0.066)	-0.041 (0.066)
Firm size: 51 to 250	+0.020 (0.066)	+0.019 (0.067)	+0.037 (0.062)	+0.021 (0.065)	+0.040 (0.062)	+0.040 (0.062)

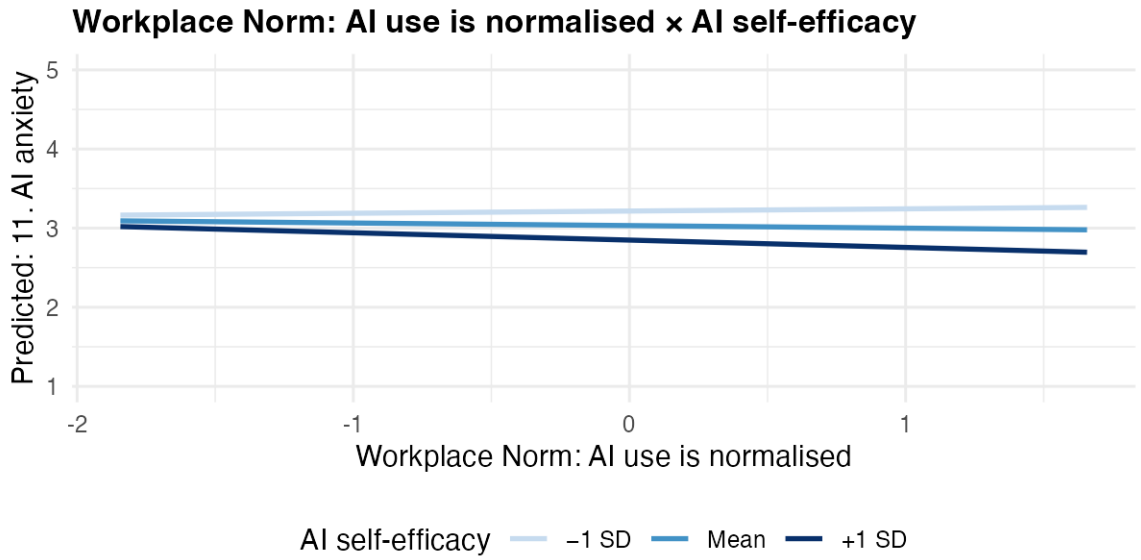
Predictor	M0: Controls only	M1: + Workplace conditions	M2: + Psychosocial responses	M3: + Personal attributes	M4: Full additive	M5: + Interactions
Firm size: 2,501 to 9,999	-0.054 (0.061)	-0.051 (0.061)	-0.062 (0.057)	-0.073 (0.059)	-0.065 (0.057)	-0.068 (0.057)
Firm size: 10,000 or more	-0.056 (0.060)	-0.058 (0.060)	-0.064 (0.056)	-0.054 (0.059)	-0.059 (0.056)	-0.060 (0.056)
Education: High school / A-levels	-0.184* (0.090)	-0.180* (0.090)	-0.115 (0.087)	-0.163 (0.088)	-0.116 (0.087)	-0.127 (0.087)
Education: Associates / college	-0.046 (0.090)	-0.045 (0.090)	-0.001 (0.086)	-0.063 (0.088)	-0.011 (0.086)	-0.024 (0.086)
Education: Undergraduate degree	-0.103 (0.082)	-0.097 (0.082)	-0.030 (0.078)	-0.072 (0.080)	-0.029 (0.079)	-0.039 (0.079)
Education: Graduate degree	-0.116 (0.086)	-0.111 (0.086)	-0.068 (0.082)	-0.060 (0.084)	-0.056 (0.083)	-0.073 (0.083)
Education: Doctoral degree	+0.066 (0.142)	+0.048 (0.143)	+0.118 (0.137)	+0.101 (0.138)	+0.106 (0.138)	+0.089 (0.137)
Gender: Female	-0.033 (0.044)	-0.034 (0.044)	-0.082* (0.041)	-0.059 (0.044)	-0.089* (0.042)	-0.088* (0.042)
Gender: Other	+0.363 (0.194)	+0.344 (0.195)	+0.260 (0.189)	+0.244 (0.196)	+0.187 (0.188)	+0.165 (0.186)
Model fit						
N	3,001	3,001	3,001	3,001	3,001	3,001
R^2	0.054	0.058	0.172	0.111	0.191	0.194

HC3 robust SEs in parentheses. * p<.05 ** p<.01 *** p<.001. Interaction terms with VIF > 10 were removed. Reference categories: Male (gender); In the office (work location); Entry-Level (role); Growth & Innovation (sector); Working full-time (employment status); 251–2,500 (firm size); United Kingdom (country); Gen Z (generation).

9. AI anxiety — interaction VIF screen

Interaction	VIF	Decision
AI use (adopter) × Workplace Norm: AI use is normalised	5.69	retained (VIF 5-10, flagged)
Workplace Norm: AI use is normalised × AI self-efficacy	1.25	retained
AI use (adopter) × Psychological safety	3.51	retained

Interaction block test (M4 vs VIF-screened M5): F(3) = 3.71, p = 0.0112. interpret M5.
Significant interactions (VIF-passed, HC3 p < .05):



Workplace Norm: AI use is normalised × AI self-efficacy

AI self-efficacy level	Slope of Workplace Norm: AI use is normalised	SE	t	p
−1 SD	-0.008	0.047	-0.16	0.869
Mean	-0.068	0.048	-1.41	0.158
+1 SD	-0.128*	0.058	-2.22	0.026

As ai self-efficacy increases, the slope of workplace norm: ai use is normalised grows stronger (interaction B = -0.073**, HC3).

10. Use-shaming concern

Predictor	M0: Controls only	M1: + Workplace conditions	M2: + Psychosocial responses	M3: + Personal attributes	M4: Full additive	M5: + Interactions
Intercept	+2.471*** (0.159)	+2.734*** (0.167)	+2.304*** (0.137)	+2.383*** (0.153)	+2.353*** (0.143)	+2.354*** (0.145)
Generational factors						
Age	-0.013*** (0.003)	-0.015*** (0.003)	-0.010*** (0.002)	-0.010*** (0.003)	-0.009*** (0.002)	-0.009** (0.003)
AI environment & engagement						
AI use (adopter)		-0.142* (0.066)			-0.039 (0.061)	-0.040 (0.061)
Received AI training		-0.033 (0.054)			+0.009 (0.048)	+0.010 (0.048)
In-house AI access		-0.188** (0.066)			-0.101 (0.061)	-0.103 (0.061)
AI-related job role		+0.073 (0.051)			+0.059 (0.045)	+0.060 (0.045)
Manager age		+0.006** (0.002)			+0.004* (0.002)	+0.004 (0.002)
Psychosocial & climate						
Psychological safety			-0.169*** (0.031)		-0.123*** (0.033)	-0.107* (0.055)
Workplace Norm: AI use is normalised			-0.250*** (0.021)		-0.241*** (0.022)	-0.241*** (0.022)
Workplace Norm: AI use is judged			+0.298*** (0.019)		+0.293*** (0.019)	+0.293*** (0.020)
AI anxiety			+0.179*** (0.020)		+0.170*** (0.020)	+0.170*** (0.020)
AI self-efficacy			-0.027 (0.029)		+0.007 (0.032)	+0.007 (0.032)
Personal attributes						
General self-efficacy				+0.035 (0.035)	+0.037 (0.032)	+0.036 (0.032)
Growth mindset				-0.064 (0.035)	-0.044 (0.030)	-0.045 (0.030)
Resilience				-0.057 (0.035)	-0.035 (0.032)	-0.035 (0.032)
Collaboration				-0.065* (0.031)	-0.041 (0.027)	-0.041 (0.027)

Predictor	M0: Controls only	M1: + Workplace conditions	M2: + Psychosocial responses	M3: + Personal attributes	M4: Full additive	M5: + Interactions
Agility				+0.087** (0.030)	+0.039 (0.027)	+0.040 (0.027)
Big Five: Openness				-0.091*** (0.025)	-0.068** (0.022)	-0.068** (0.022)
Big Five: Conscientiousness				-0.111*** (0.026)	-0.069** (0.023)	-0.069** (0.023)
Big Five: Extraversion				+0.004 (0.027)	+0.007 (0.024)	+0.008 (0.024)
Big Five: Agreeableness				-0.026 (0.025)	+0.018 (0.022)	+0.019 (0.023)
Big Five: Neuroticism				+0.101*** (0.027)	-0.002 (0.025)	-0.002 (0.025)
Cognitive ability				-0.098*** (0.022)	-0.074*** (0.020)	-0.074*** (0.020)
Interactions						
Received AI training × Age						+0.001 (0.003)
In-house AI access × Psychological safety						-0.022 (0.062)
Psychological safety × Workplace Norm: AI use is judged						-0.005 (0.026)
Job context						
Org tenure (years)	+0.008** (0.003)	+0.007** (0.003)	+0.005* (0.002)	+0.007** (0.003)	+0.005 (0.002)	+0.005 (0.002)
Years in occupation	-0.003 (0.003)	-0.003 (0.003)	-0.001 (0.003)	-0.003 (0.003)	-0.001 (0.003)	-0.001 (0.003)
Manager (vs non-manager)	-0.021 (0.064)	-0.012 (0.064)	+0.003 (0.055)	+0.002 (0.063)	+0.004 (0.056)	+0.005 (0.056)
Work location: From home	-0.054 (0.066)	-0.014 (0.066)	-0.028 (0.057)	-0.072 (0.065)	-0.014 (0.058)	-0.014 (0.058)
Work location: Hybrid (home + office)	-0.058 (0.053)	-0.009 (0.054)	-0.024 (0.046)	-0.056 (0.051)	+0.001 (0.046)	+0.000 (0.046)
Work location: Other	+0.037 (0.127)	-0.003 (0.127)	+0.098 (0.120)	+0.020 (0.129)	+0.091 (0.124)	+0.092 (0.124)
Demographic & firmographic controls						

Predictor	M0: Controls only	M1: + Workplace conditions	M2: + Psychosocial responses	M3: + Personal attributes	M4: Full additive	M5: + Interactions
Country: Australia	-0.094 (0.113)	-0.098 (0.113)	-0.012 (0.103)	-0.011 (0.114)	+0.037 (0.103)	+0.036 (0.104)
Country: Bulgaria	-0.495*** (0.141)	-0.471*** (0.140)	-0.052 (0.118)	-0.430*** (0.130)	-0.040 (0.116)	-0.038 (0.116)
Country: France	-0.158 (0.161)	-0.165 (0.159)	-0.021 (0.126)	-0.132 (0.160)	-0.010 (0.129)	-0.010 (0.129)
Country: Germany	-0.006 (0.065)	-0.065 (0.065)	+0.009 (0.057)	-0.022 (0.065)	-0.026 (0.058)	-0.025 (0.059)
Country: Italy	-0.273** (0.099)	-0.273** (0.100)	-0.085 (0.089)	-0.215* (0.097)	-0.057 (0.090)	-0.057 (0.090)
Country: United States of America	-0.099 (0.068)	-0.113 (0.067)	-0.022 (0.058)	+0.009 (0.068)	+0.001 (0.059)	+0.000 (0.059)
Country: Other	+0.176 (0.194)	+0.178 (0.191)	+0.259 (0.164)	+0.122 (0.186)	+0.201 (0.160)	+0.200 (0.161)
Employment status: Working part-time	+0.064 (0.069)	+0.041 (0.069)	+0.016 (0.059)	+0.092 (0.067)	+0.030 (0.059)	+0.031 (0.060)
Employment status: Temporarily away from work	+0.271* (0.129)	+0.201 (0.129)	-0.010 (0.112)	+0.189 (0.123)	-0.028 (0.111)	-0.025 (0.112)
Role: Non-management	-0.216* (0.110)	-0.219* (0.111)	-0.107 (0.097)	-0.240* (0.106)	-0.123 (0.096)	-0.124 (0.096)
Role: Supervisor	-0.203 (0.132)	-0.202 (0.133)	-0.110 (0.114)	-0.171 (0.127)	-0.121 (0.112)	-0.122 (0.113)
Role: Junior Management	-0.198 (0.129)	-0.187 (0.129)	-0.101 (0.110)	-0.175 (0.124)	-0.109 (0.109)	-0.110 (0.109)
Role: Department Management	-0.320* (0.129)	-0.315* (0.131)	-0.153 (0.110)	-0.287* (0.125)	-0.172 (0.110)	-0.173 (0.110)
Role: Senior / Executive	-0.174 (0.133)	-0.186 (0.135)	-0.082 (0.115)	-0.147 (0.128)	-0.118 (0.114)	-0.120 (0.114)
Sector: Defensives	+0.210*** (0.062)	+0.161* (0.064)	+0.053 (0.055)	+0.199*** (0.060)	+0.049 (0.056)	+0.049 (0.056)
Sector: Cyclicals	+0.102 (0.061)	+0.069 (0.062)	-0.025 (0.054)	+0.085 (0.059)	-0.025 (0.054)	-0.025 (0.054)
Sector: Financials	+0.049 (0.066)	+0.043 (0.067)	-0.012 (0.056)	+0.068 (0.064)	-0.002 (0.057)	-0.002 (0.057)
Sector: Energy	+0.165 (0.328)	+0.119 (0.314)	-0.171 (0.234)	+0.106 (0.312)	-0.162 (0.230)	-0.161 (0.231)

Predictor	M0: Controls only	M1: + Workplace conditions	M2: + Psychosocial responses	M3: + Personal attributes	M4: Full additive	M5: + Interactions
Firm size: Less than 50	-0.063 (0.072)	-0.113 (0.073)	-0.029 (0.063)	-0.083 (0.070)	-0.057 (0.063)	-0.059 (0.063)
Firm size: 51 to 250	+0.090 (0.069)	+0.070 (0.069)	+0.071 (0.059)	+0.091 (0.067)	+0.055 (0.059)	+0.055 (0.059)
Firm size: 2,501 to 9,999	+0.041 (0.063)	+0.047 (0.063)	+0.039 (0.055)	+0.013 (0.062)	+0.032 (0.055)	+0.032 (0.055)
Firm size: 10,000 or more	-0.057 (0.063)	-0.040 (0.063)	-0.014 (0.054)	-0.075 (0.061)	-0.016 (0.054)	-0.016 (0.054)
Education: High school / A-levels	+0.054 (0.094)	+0.050 (0.094)	+0.129 (0.084)	+0.116 (0.092)	+0.163 (0.084)	+0.163 (0.084)
Education: Associates / college	+0.046 (0.093)	+0.027 (0.094)	+0.097 (0.081)	+0.056 (0.090)	+0.100 (0.081)	+0.100 (0.081)
Education: Undergraduate degree	-0.021 (0.086)	-0.011 (0.086)	+0.083 (0.076)	+0.069 (0.084)	+0.137 (0.077)	+0.138 (0.077)
Education: Graduate degree	-0.026 (0.090)	+0.000 (0.090)	+0.045 (0.080)	+0.098 (0.088)	+0.123 (0.081)	+0.124 (0.081)
Education: Doctoral degree	+0.062 (0.164)	+0.055 (0.164)	+0.124 (0.134)	+0.170 (0.155)	+0.186 (0.130)	+0.185 (0.130)
Gender: Female	+0.063 (0.045)	+0.058 (0.045)	+0.057 (0.039)	+0.048 (0.046)	+0.063 (0.041)	+0.063 (0.041)
Gender: Other	+0.437* (0.213)	+0.429* (0.210)	+0.312 (0.185)	+0.353 (0.212)	+0.304 (0.183)	+0.304 (0.184)
Model fit						
N	3,001	3,001	3,001	3,001	3,001	3,001
R^2	0.042	0.054	0.286	0.103	0.304	0.304

HC3 robust SEs in parentheses. * p<.05 ** p<.01 *** p<.001. Interaction terms with VIF > 10 were removed. Reference categories: Male (gender); In the office (work location); Entry-Level (role); Growth & Innovation (sector); Working full-time (employment status); 251–2,500 (firm size); United Kingdom (country); Gen Z (generation).

10. Use-shaming concern— interaction VIF screen

Interaction	VIF	Decision
Received AI training × Age	2.27	retained
In-house AI access × Psychological safety	3.30	retained
Psychological safety × Workplace Norm: AI use is judged	1.04	retained

Interaction block test (M4 vs VIF-screened M5): F(3) = 0.09, p = 0.964. report M4 only.
Significant interactions (VIF-passed, HC3 p < .05):
None reached p < .05.

11. Non-use-shaming concern

Predictor	M0: Controls only	M1: + Workplace conditions	M2: + Psychosocial responses	M3: + Personal attributes	M4: Full additive	M5: + Interactions
Intercept	+3.234*** (0.160)	+2.801*** (0.167)	+3.070*** (0.148)	+3.294*** (0.157)	+2.788*** (0.158)	+2.798*** (0.159)
Generational factors						
Age	-0.006* (0.003)	-0.003 (0.003)	-0.001 (0.003)	-0.002 (0.003)	+0.002 (0.003)	+0.002 (0.004)
AI environment & engagement						
AI use (adopter)		+0.324*** (0.069)			+0.304*** (0.066)	+0.307*** (0.067)
Received AI training		+0.199*** (0.058)			+0.153** (0.055)	+0.152** (0.055)
In-house AI access		+0.097 (0.068)			+0.088 (0.065)	+0.087 (0.065)
AI-related job role		+0.089 (0.055)			+0.028 (0.053)	+0.029 (0.053)
Manager age		-0.002 (0.003)			-0.001 (0.002)	-0.001 (0.002)
Psychosocial & climate						
Psychological safety			-0.069* (0.033)		-0.077* (0.035)	-0.073* (0.035)
Workplace Norm: AI use is normalised			+0.143*** (0.025)		+0.083** (0.026)	+0.084** (0.026)
Workplace Norm: AI use is judged			+0.243*** (0.022)		+0.204*** (0.022)	+0.204*** (0.022)
AI anxiety			+0.216*** (0.023)		+0.211*** (0.022)	+0.212*** (0.022)
AI self-efficacy			-0.032 (0.033)		-0.093** (0.034)	-0.093** (0.034)
Personal attributes						
General self-efficacy				-0.087* (0.036)	-0.020 (0.034)	-0.020 (0.034)
Growth mindset				+0.150*** (0.035)	+0.141*** (0.033)	+0.141*** (0.033)
Resilience				-0.079* (0.035)	-0.059 (0.032)	-0.056 (0.032)
Collaboration				+0.001 (0.032)	+0.006 (0.030)	+0.006 (0.030)

Predictor	M0: Controls only	M1: + Workplace conditions	M2: + Psychosocial responses	M3: + Personal attributes	M4: Full additive	M5: + Interactions
Agility				+0.154*** (0.033)	+0.072* (0.032)	+0.071* (0.032)
Big Five: Openness				-0.127*** (0.027)	-0.119*** (0.025)	-0.119*** (0.025)
Big Five: Conscientiousness				-0.081** (0.028)	-0.028 (0.026)	-0.030 (0.026)
Big Five: Extraversion				+0.037 (0.029)	+0.026 (0.027)	+0.026 (0.028)
Big Five: Agreeableness				+0.059* (0.026)	+0.075** (0.025)	+0.073** (0.025)
Big Five: Neuroticism				+0.166*** (0.030)	+0.106*** (0.029)	+0.107*** (0.029)
Cognitive ability				+0.027 (0.024)	+0.044 (0.023)	+0.045* (0.023)
Interactions						
Received AI training × Age						-0.003 (0.004)
AI use (adopter) × Age						+0.002 (0.005)
AI anxiety × Age						+0.003 (0.002)
Job context						
Org tenure (years)	-0.002 (0.003)	-0.001 (0.003)	-0.002 (0.003)	-0.002 (0.003)	-0.003 (0.003)	-0.002 (0.003)
Years in occupation	+0.006 (0.003)	+0.006 (0.003)	+0.007* (0.003)	+0.008* (0.003)	+0.007* (0.003)	+0.007* (0.003)
Manager (vs non-manager)	-0.101 (0.069)	-0.159* (0.069)	-0.082 (0.066)	-0.120 (0.069)	-0.135* (0.066)	-0.138* (0.066)
Work location: From home	+0.179* (0.072)	+0.128 (0.071)	+0.089 (0.067)	+0.181** (0.069)	+0.079 (0.066)	+0.084 (0.066)
Work location: Hybrid (home + office)	+0.114* (0.055)	+0.036 (0.056)	+0.072 (0.053)	+0.098 (0.054)	+0.013 (0.053)	+0.014 (0.053)
Work location: Other	-0.390** (0.131)	-0.288* (0.129)	-0.250* (0.121)	-0.393** (0.132)	-0.188 (0.120)	-0.184 (0.120)
Demographic & firmographic controls						
Country: Australia	+0.152 (0.129)	+0.157 (0.126)	+0.206 (0.117)	+0.145 (0.127)	+0.195 (0.115)	+0.190 (0.115)

Predictor	M0: Controls only	M1: + Workplace conditions	M2: + Psychosocial responses	M3: + Personal attributes	M4: Full additive	M5: + Interactions
Country: Bulgaria	-0.025 (0.152)	-0.067 (0.149)	+0.214 (0.146)	+0.016 (0.143)	+0.180 (0.138)	+0.175 (0.139)
Country: France	+0.178 (0.149)	+0.177 (0.148)	+0.282 (0.156)	+0.195 (0.149)	+0.273 (0.153)	+0.268 (0.153)
Country: Germany	-0.229** (0.072)	-0.161* (0.071)	-0.147* (0.066)	-0.157* (0.071)	-0.057 (0.067)	-0.060 (0.067)
Country: Italy	+0.284** (0.105)	+0.229* (0.105)	+0.439*** (0.107)	+0.306** (0.105)	+0.399*** (0.106)	+0.397*** (0.106)
Country: United States of America	-0.197** (0.075)	-0.217** (0.075)	-0.134 (0.071)	-0.144 (0.074)	-0.112 (0.071)	-0.115 (0.072)
Country: Other	+0.224 (0.174)	+0.190 (0.176)	+0.284 (0.189)	+0.250 (0.182)	+0.305 (0.188)	+0.301 (0.189)
Employment status: Working part-time	-0.023 (0.075)	+0.015 (0.073)	-0.027 (0.072)	-0.020 (0.073)	-0.000 (0.071)	+0.001 (0.071)
Employment status: Temporarily away from work	+0.319* (0.137)	+0.442** (0.138)	+0.180 (0.127)	+0.255 (0.136)	+0.245 (0.127)	+0.247 (0.127)
Role: Non-management	-0.071 (0.101)	-0.070 (0.100)	-0.030 (0.094)	-0.132 (0.100)	-0.078 (0.095)	-0.085 (0.095)
Role: Supervisor	+0.131 (0.131)	+0.113 (0.129)	+0.172 (0.123)	+0.100 (0.130)	+0.129 (0.124)	+0.126 (0.124)
Role: Junior Management	+0.221 (0.124)	+0.179 (0.122)	+0.216 (0.116)	+0.176 (0.122)	+0.153 (0.116)	+0.144 (0.116)
Role: Department Management	+0.103 (0.126)	+0.026 (0.124)	+0.151 (0.117)	+0.021 (0.125)	+0.039 (0.118)	+0.029 (0.118)
Role: Senior / Executive	+0.201 (0.131)	+0.128 (0.130)	+0.200 (0.123)	+0.126 (0.129)	+0.110 (0.124)	+0.107 (0.124)
Sector: Defensives	-0.218** (0.067)	-0.087 (0.068)	-0.115 (0.063)	-0.207** (0.065)	-0.048 (0.063)	-0.049 (0.063)
Sector: Cyclicals	-0.111 (0.066)	-0.017 (0.067)	-0.051 (0.062)	-0.120 (0.065)	-0.026 (0.062)	-0.028 (0.062)
Sector: Financials	-0.061 (0.074)	-0.008 (0.074)	-0.017 (0.071)	-0.035 (0.072)	+0.001 (0.070)	-0.000 (0.070)
Sector: Energy	+0.384 (0.306)	+0.472 (0.303)	+0.281 (0.306)	+0.298 (0.300)	+0.269 (0.283)	+0.278 (0.286)
Firm size: Less than 50	-0.261** (0.081)	-0.182* (0.080)	-0.194* (0.076)	-0.241** (0.079)	-0.125 (0.075)	-0.125 (0.075)

Predictor	M0: Controls only	M1: + Workplace conditions	M2: + Psychosocial responses	M3: + Personal attributes	M4: Full additive	M5: + Interactions
Firm size: 51 to 250	-0.069 (0.073)	-0.047 (0.073)	-0.064 (0.068)	-0.034 (0.072)	-0.015 (0.068)	-0.016 (0.068)
Firm size: 2,501 to 9,999	-0.072 (0.068)	-0.069 (0.067)	-0.043 (0.065)	-0.082 (0.067)	-0.054 (0.063)	-0.054 (0.063)
Firm size: 10,000 or more	+0.039 (0.067)	+0.022 (0.066)	+0.029 (0.063)	+0.030 (0.066)	+0.011 (0.062)	+0.012 (0.062)
Education: High school / A-levels	-0.031 (0.099)	-0.047 (0.098)	+0.059 (0.092)	-0.055 (0.099)	+0.014 (0.093)	+0.017 (0.093)
Education: Associates / college	-0.043 (0.100)	-0.038 (0.099)	+0.009 (0.092)	-0.092 (0.100)	-0.029 (0.093)	-0.026 (0.093)
Education: Undergraduate degree	+0.062 (0.092)	+0.010 (0.091)	+0.108 (0.086)	+0.040 (0.093)	+0.040 (0.087)	+0.043 (0.087)
Education: Graduate degree	+0.197* (0.097)	+0.119 (0.096)	+0.208* (0.090)	+0.186 (0.098)	+0.132 (0.092)	+0.134 (0.092)
Education: Doctoral degree	+0.052 (0.180)	-0.005 (0.178)	+0.008 (0.171)	+0.035 (0.176)	-0.034 (0.171)	-0.024 (0.171)
Gender: Female	-0.017 (0.049)	-0.006 (0.048)	-0.021 (0.047)	-0.072 (0.049)	-0.065 (0.047)	-0.064 (0.047)
Gender: Other	+0.253 (0.216)	+0.262 (0.214)	+0.103 (0.194)	+0.121 (0.209)	+0.061 (0.192)	+0.061 (0.192)
Model fit						
N	3,001	3,001	3,001	3,001	3,001	3,001
R^2	0.069	0.096	0.186	0.120	0.228	0.229

HC3 robust SEs in parentheses. * p<.05 ** p<.01 *** p<.001. Interaction terms with VIF > 10 were removed. Reference categories: Male (gender); In the office (work location); Entry-Level (role); Growth & Innovation (sector); Working full-time (employment status); 251–2,500 (firm size); United Kingdom (country); Gen Z (generation).

11. Non-use-shaming concern — interaction VIF screen

Interaction	VIF	Decision
Received AI training × Age	3.06	retained
AI use (adopter) × Age	4.58	retained
AI anxiety × Age	1.04	retained

Interaction block test (M4 vs VIF-screened M5): F(3) = 1.24, p = 0.293. report M4 only.
Significant interactions (VIF-passed, HC3 p < .05):
None reached p < .05.

12. Psychological safety

Predictor	M0: Controls only	M1: + Workplace conditions	M2: + Psychosocial responses	M3: + Personal attributes	M4: Full additive	M5: + Interactions
Intercept	+3.471*** (0.098)	+3.362*** (0.103)	+3.544*** (0.090)	+3.547*** (0.088)	+3.542*** (0.090)	+3.542*** (0.090)
Generational factors						
Age	-0.000 (0.002)	+0.000 (0.002)	-0.001 (0.002)	-0.003 (0.002)	-0.003* (0.002)	-0.004 (0.002)
AI environment & engagement						
AI use (adopter)		+0.026 (0.041)			+0.004 (0.039)	+0.004 (0.039)
Received AI training		-0.010 (0.034)			-0.010 (0.030)	-0.010 (0.030)
In-house AI access		+0.152*** (0.042)			+0.073 (0.038)	+0.073 (0.038)
AI-related job role		-0.079* (0.031)			-0.050 (0.029)	-0.050 (0.029)
Manager age		-0.003 (0.002)			-0.002 (0.001)	-0.002 (0.001)
Psychosocial & climate						
Use-shaming concern			-0.077*** (0.014)		-0.049*** (0.013)	-0.049*** (0.013)
Non-use-shaming concern			-0.032** (0.012)		-0.026* (0.011)	-0.026* (0.011)
Generational AI bias			+0.055** (0.017)		+0.021 (0.016)	+0.021 (0.016)
Workplace Norm: AI use is normalised			+0.030* (0.015)		+0.032* (0.015)	+0.032* (0.015)
Workplace Norm: AI use is judged			-0.124*** (0.014)		-0.104*** (0.013)	-0.104*** (0.013)
AI anxiety			-0.065*** (0.013)		-0.037** (0.012)	-0.037** (0.012)
AI self-efficacy			+0.065*** (0.020)		-0.007 (0.020)	-0.007 (0.020)
Personal attributes						
General self-efficacy				+0.088*** (0.021)	+0.087*** (0.021)	+0.087*** (0.021)
Growth mindset				+0.035 (0.020)	+0.031 (0.020)	+0.031 (0.020)

Predictor	M0: Controls only	M1: + Workplace conditions	M2: + Psychosocial responses	M3: + Personal attributes	M4: Full additive	M5: + Interactions
Resilience				+0.023 (0.021)	+0.014 (0.020)	+0.014 (0.020)
Collaboration				+0.100*** (0.019)	+0.092*** (0.018)	+0.092*** (0.018)
Agility				-0.072*** (0.018)	-0.047** (0.018)	-0.047** (0.018)
Big Five: Openness				-0.027 (0.015)	-0.041** (0.014)	-0.041** (0.014)
Big Five: Conscientiousness				+0.027 (0.016)	+0.006 (0.015)	+0.006 (0.015)
Big Five: Extraversion				-0.016 (0.015)	-0.012 (0.015)	-0.012 (0.015)
Big Five: Agreeableness				+0.102*** (0.014)	+0.091*** (0.014)	+0.091*** (0.014)
Big Five: Neuroticism				-0.155*** (0.016)	-0.123*** (0.016)	-0.123*** (0.016)
Cognitive ability				+0.047*** (0.013)	+0.037** (0.013)	+0.037** (0.013)
Interactions						
Received AI training × Age						+0.000 (0.002)
Job context						
Org tenure (years)	-0.001 (0.002)	-0.001 (0.002)	+0.000 (0.002)	-0.001 (0.002)	+0.000 (0.002)	+0.000 (0.002)
Years in occupation	+0.003 (0.002)	+0.003 (0.002)	+0.003 (0.002)	+0.003 (0.002)	+0.003 (0.002)	+0.003 (0.002)
Manager (vs non-manager)	+0.055 (0.040)	+0.056 (0.040)	+0.036 (0.039)	+0.020 (0.037)	+0.020 (0.036)	+0.020 (0.036)
Work location: From home	+0.081 (0.042)	+0.061 (0.042)	+0.101* (0.039)	+0.116** (0.038)	+0.115** (0.037)	+0.115** (0.037)
Work location: Hybrid (home + office)	+0.097** (0.033)	+0.078* (0.033)	+0.099** (0.030)	+0.109*** (0.029)	+0.101*** (0.029)	+0.101*** (0.029)
Work location: Other	+0.011 (0.081)	+0.025 (0.080)	-0.028 (0.076)	+0.053 (0.072)	+0.017 (0.071)	+0.017 (0.071)
Demographic & firmographic controls						
Country: Australia	-0.106 (0.076)	-0.106 (0.076)	-0.141 (0.075)	-0.154* (0.073)	-0.171* (0.072)	-0.171* (0.072)

Predictor	M0: Controls only	M1: + Workplace conditions	M2: + Psychosocial responses	M3: + Personal attributes	M4: Full additive	M5: + Interactions
Country: Bulgaria	+0.267** (0.084)	+0.264** (0.084)	+0.106 (0.082)	+0.173* (0.079)	+0.054 (0.081)	+0.054 (0.081)
Country: France	+0.053 (0.094)	+0.063 (0.094)	-0.005 (0.088)	+0.047 (0.085)	+0.010 (0.081)	+0.010 (0.081)
Country: Germany	+0.010 (0.041)	+0.040 (0.041)	-0.000 (0.039)	+0.031 (0.038)	+0.031 (0.037)	+0.031 (0.037)
Country: Italy	+0.030 (0.058)	+0.044 (0.058)	-0.055 (0.055)	+0.026 (0.053)	-0.018 (0.051)	-0.018 (0.051)
Country: United States of America	+0.105* (0.042)	+0.119** (0.043)	+0.051 (0.040)	+0.006 (0.038)	+0.007 (0.038)	+0.007 (0.038)
Country: Other	-0.034 (0.114)	-0.024 (0.113)	-0.033 (0.109)	-0.042 (0.107)	-0.046 (0.104)	-0.046 (0.104)
Employment status: Working part-time	-0.086 (0.045)	-0.072 (0.045)	-0.083* (0.042)	-0.088* (0.040)	-0.073 (0.038)	-0.073 (0.038)
Employment status: Temporarily away from work	-0.446*** (0.092)	-0.420*** (0.092)	-0.344*** (0.083)	-0.345*** (0.084)	-0.290*** (0.079)	-0.290*** (0.079)
Role: Non-management	+0.042 (0.065)	+0.041 (0.065)	-0.016 (0.059)	+0.039 (0.058)	-0.008 (0.055)	-0.008 (0.055)
Role: Supervisor	+0.074 (0.079)	+0.074 (0.078)	+0.025 (0.073)	-0.002 (0.070)	-0.021 (0.068)	-0.021 (0.068)
Role: Junior Management	+0.021 (0.075)	+0.017 (0.075)	-0.026 (0.070)	-0.053 (0.068)	-0.075 (0.065)	-0.075 (0.065)
Role: Department Management	+0.104 (0.077)	+0.111 (0.077)	+0.022 (0.071)	+0.014 (0.068)	-0.020 (0.066)	-0.020 (0.067)
Role: Senior / Executive	+0.038 (0.078)	+0.054 (0.078)	-0.013 (0.073)	-0.054 (0.069)	-0.055 (0.067)	-0.055 (0.067)
Sector: Defensives	-0.050 (0.038)	-0.040 (0.039)	-0.016 (0.037)	-0.041 (0.035)	-0.016 (0.036)	-0.016 (0.036)
Sector: Cyclicals	-0.055 (0.038)	-0.049 (0.039)	-0.023 (0.036)	-0.045 (0.035)	-0.033 (0.035)	-0.033 (0.035)
Sector: Financials	+0.002 (0.041)	-0.007 (0.042)	+0.009 (0.038)	-0.035 (0.038)	-0.033 (0.037)	-0.033 (0.037)
Sector: Energy	-0.348 (0.214)	-0.330 (0.208)	-0.236 (0.177)	-0.297 (0.207)	-0.236 (0.179)	-0.236 (0.179)
Firm size: Less than 50	+0.075 (0.048)	+0.100* (0.049)	+0.062 (0.045)	+0.109* (0.043)	+0.100* (0.043)	+0.100* (0.043)

Predictor	M0: Controls only	M1: + Workplace conditions	M2: + Psychosocial responses	M3: + Personal attributes	M4: Full additive	M5: + Interactions
Firm size: 51 to 250	+0.004 (0.041)	+0.016 (0.041)	+0.009 (0.038)	+0.004 (0.037)	+0.020 (0.036)	+0.020 (0.036)
Firm size: 2,501 to 9,999	-0.077 (0.039)	-0.083* (0.039)	-0.077* (0.037)	-0.054 (0.036)	-0.065 (0.035)	-0.065 (0.035)
Firm size: 10,000 or more	-0.079* (0.039)	-0.090* (0.039)	-0.087* (0.036)	-0.075* (0.035)	-0.093** (0.034)	-0.093** (0.034)
Education: High school / A-levels	+0.068 (0.060)	+0.073 (0.060)	+0.035 (0.056)	+0.044 (0.054)	+0.036 (0.053)	+0.036 (0.053)
Education: Associates / college	+0.026 (0.060)	+0.037 (0.060)	+0.005 (0.057)	+0.044 (0.054)	+0.034 (0.053)	+0.034 (0.053)
Education: Undergraduate degree	+0.080 (0.054)	+0.078 (0.054)	+0.043 (0.051)	+0.046 (0.049)	+0.037 (0.048)	+0.037 (0.048)
Education: Graduate degree	+0.063 (0.057)	+0.054 (0.058)	+0.044 (0.054)	+0.006 (0.051)	+0.016 (0.050)	+0.016 (0.050)
Education: Doctoral degree	-0.020 (0.106)	-0.012 (0.106)	-0.026 (0.100)	-0.054 (0.097)	-0.033 (0.094)	-0.033 (0.094)
Gender: Female	-0.023 (0.028)	-0.022 (0.028)	-0.004 (0.027)	+0.001 (0.026)	-0.001 (0.026)	-0.001 (0.026)
Gender: Other	-0.167 (0.136)	-0.166 (0.136)	-0.066 (0.128)	-0.076 (0.138)	-0.041 (0.129)	-0.041 (0.129)
Model fit						
N	3,001	3,001	3,001	3,001	3,001	3,001
R^2	0.042	0.050	0.166	0.222	0.283	0.283

HC3 robust SEs in parentheses. * p<.05 ** p<.01 *** p<.001. Interaction terms with VIF > 10 were removed. Reference categories: Male (gender); In the office (work location); Entry-Level (role); Growth & Innovation (sector); Working full-time (employment status); 251–2,500 (firm size); United Kingdom (country); Gen Z (generation).

12. Psychological safety — interaction VIF screen

Interaction	VIF	Decision
Received AI training × Age	2.27	retained

Interaction block test (M4 vs VIF-screened M5): F(1) = 0.00, p = 0.969. report M4 only.
Significant interactions (VIF-passed, HC3 p < .05):
None reached p < .05.

13. Self-rated performance — A: full population

Predictor	M0: Controls only	M1: + Workplace conditions	M2: + Psychosocial responses	M3: + Personal attributes	M4: Full additive	M5: + Interactions
Intercept	+3.941*** (0.081)	+3.883*** (0.085)	+3.995*** (0.076)	+4.038*** (0.072)	+4.042*** (0.073)	+4.045*** (0.073)
Generational factors						
Age	-0.003 (0.001)	-0.002 (0.001)	-0.002 (0.001)	-0.003* (0.001)	-0.002 (0.001)	-0.003 (0.002)
AI environment & engagement						
AI use (adopter)		+0.024 (0.032)			+0.024 (0.029)	+0.023 (0.029)
Received AI training		-0.011 (0.026)			-0.012 (0.023)	-0.012 (0.023)
In-house AI access		+0.057 (0.031)			-0.002 (0.029)	-0.002 (0.029)
AI-related job role		-0.026 (0.024)			-0.021 (0.022)	-0.020 (0.022)
Manager age		-0.002* (0.001)			-0.002 (0.001)	-0.002 (0.001)
Psychosocial & climate						
Psychological safety			+0.226*** (0.017)		+0.144*** (0.017)	+0.144*** (0.017)
Workplace Norm: AI use is normalised			-0.034** (0.011)		-0.028* (0.011)	-0.027* (0.011)
Workplace Norm: AI use is judged			-0.014 (0.009)		-0.015 (0.009)	-0.015 (0.009)
AI anxiety			-0.019* (0.009)		-0.001 (0.008)	-0.001 (0.009)
AI self-efficacy			+0.075*** (0.015)		+0.002 (0.015)	+0.002 (0.015)
Personal attributes						
General self-efficacy				+0.090*** (0.017)	+0.073*** (0.017)	+0.073*** (0.017)
Growth mindset				+0.057*** (0.016)	+0.052*** (0.016)	+0.053*** (0.016)
Resilience				+0.058*** (0.015)	+0.055*** (0.015)	+0.055*** (0.015)
Collaboration				+0.050** (0.016)	+0.036* (0.015)	+0.036* (0.015)

Predictor	M0: Controls only	M1: + Workplace conditions	M2: + Psychosocial responses	M3: + Personal attributes	M4: Full additive	M5: + Interactions
Agility				-0.005 (0.013)	+0.010 (0.013)	+0.009 (0.013)
Big Five: Openness				+0.001 (0.011)	+0.006 (0.011)	+0.006 (0.011)
Big Five: Conscientiousness				+0.112*** (0.011)	+0.106*** (0.011)	+0.106*** (0.011)
Big Five: Extraversion				-0.011 (0.012)	-0.006 (0.011)	-0.005 (0.011)
Big Five: Agreeableness				+0.018 (0.011)	+0.003 (0.010)	+0.003 (0.010)
Big Five: Neuroticism				+0.016 (0.012)	+0.039*** (0.012)	+0.039*** (0.012)
Cognitive ability				+0.025* (0.010)	+0.017 (0.010)	+0.017 (0.010)
Interactions						
Received AI training × Age						-0.001 (0.002)
AI use (adopter) × Age						+0.002 (0.002)
Job context						
Org tenure (years)	+0.001 (0.001)	+0.001 (0.001)	+0.001 (0.001)	+0.001 (0.001)	+0.001 (0.001)	+0.001 (0.001)
Years in occupation	+0.005** (0.002)	+0.005** (0.002)	+0.004** (0.001)	+0.003* (0.001)	+0.003* (0.001)	+0.003* (0.001)
Manager (vs non-manager)	+0.062 (0.032)	+0.063* (0.032)	+0.040 (0.031)	+0.010 (0.029)	+0.010 (0.029)	+0.010 (0.029)
Work location: From home	+0.022 (0.032)	+0.012 (0.033)	+0.014 (0.031)	+0.049 (0.029)	+0.039 (0.029)	+0.039 (0.029)
Work location: Hybrid (home + office)	+0.028 (0.025)	+0.017 (0.025)	+0.009 (0.024)	+0.015 (0.023)	+0.001 (0.022)	+0.001 (0.022)
Work location: Other	+0.104 (0.061)	+0.108 (0.061)	+0.095 (0.055)	+0.100* (0.049)	+0.081 (0.048)	+0.082 (0.048)
Demographic & firmographic controls						
Country: Australia	+0.088 (0.052)	+0.088 (0.052)	+0.108* (0.048)	+0.040 (0.046)	+0.063 (0.044)	+0.062 (0.044)
Country: Bulgaria	-0.014 (0.065)	-0.020 (0.065)	-0.077 (0.063)	-0.115 (0.062)	-0.144* (0.062)	-0.144* (0.062)

Predictor	M0: Controls only	M1: + Workplace conditions	M2: + Psychosocial responses	M3: + Personal attributes	M4: Full additive	M5: + Interactions
Country: France	-0.176* (0.070)	-0.175* (0.071)	-0.194** (0.069)	-0.198** (0.068)	-0.210** (0.069)	-0.209** (0.068)
Country: Germany	+0.015 (0.031)	+0.030 (0.032)	+0.020 (0.030)	+0.034 (0.028)	+0.031 (0.028)	+0.031 (0.028)
Country: Italy	-0.330*** (0.049)	-0.326*** (0.050)	-0.344*** (0.047)	-0.352*** (0.048)	-0.357*** (0.046)	-0.357*** (0.046)
Country: United States of America	+0.140*** (0.029)	+0.147*** (0.029)	+0.094*** (0.028)	+0.033 (0.027)	+0.034 (0.027)	+0.033 (0.027)
Country: Other	-0.137 (0.091)	-0.137 (0.092)	-0.130 (0.092)	-0.084 (0.090)	-0.080 (0.090)	-0.080 (0.090)
Employment status: Working part-time	-0.063 (0.035)	-0.059 (0.035)	-0.047 (0.032)	-0.056 (0.032)	-0.046 (0.031)	-0.047 (0.031)
Employment status: Temporarily away from work	-0.262** (0.087)	-0.247** (0.088)	-0.137 (0.083)	-0.160* (0.077)	-0.108 (0.076)	-0.106 (0.076)
Role: Non-management	+0.076 (0.056)	+0.078 (0.055)	+0.069 (0.051)	+0.085 (0.048)	+0.083 (0.047)	+0.083 (0.047)
Role: Supervisor	+0.139* (0.064)	+0.141* (0.063)	+0.115 (0.059)	+0.116* (0.055)	+0.119* (0.054)	+0.119* (0.054)
Role: Junior Management	+0.087 (0.063)	+0.087 (0.062)	+0.083 (0.058)	+0.062 (0.055)	+0.076 (0.054)	+0.076 (0.054)
Role: Department Management	+0.193** (0.063)	+0.198** (0.063)	+0.159** (0.059)	+0.119* (0.055)	+0.128* (0.054)	+0.128* (0.054)
Role: Senior / Executive	+0.139* (0.065)	+0.150* (0.066)	+0.114 (0.061)	+0.070 (0.057)	+0.092 (0.056)	+0.091 (0.056)
Sector: Defensives	+0.056 (0.030)	+0.064* (0.030)	+0.053 (0.029)	+0.053 (0.027)	+0.042 (0.028)	+0.042 (0.028)
Sector: Cyclicals	+0.005 (0.030)	+0.010 (0.031)	+0.017 (0.029)	+0.013 (0.027)	+0.006 (0.027)	+0.005 (0.027)
Sector: Financials	+0.001 (0.031)	+0.000 (0.031)	-0.004 (0.030)	-0.037 (0.028)	-0.041 (0.029)	-0.042 (0.029)
Sector: Energy	+0.089 (0.146)	+0.098 (0.145)	+0.187 (0.141)	+0.117 (0.127)	+0.153 (0.128)	+0.155 (0.127)
Firm size: Less than 50	-0.015 (0.037)	-0.004 (0.036)	-0.035 (0.034)	+0.001 (0.032)	-0.018 (0.032)	-0.018 (0.032)
Firm size: 51 to 250	-0.040 (0.032)	-0.035 (0.032)	-0.049 (0.031)	-0.029 (0.029)	-0.031 (0.029)	-0.032 (0.029)

Predictor	M0: Controls only	M1: + Workplace conditions	M2: + Psychosocial responses	M3: + Personal attributes	M4: Full additive	M5: + Interactions
Firm size: 2,501 to 9,999	-0.038 (0.030)	-0.040 (0.030)	-0.023 (0.028)	-0.019 (0.027)	-0.015 (0.027)	-0.015 (0.027)
Firm size: 10,000 or more	+0.009 (0.027)	+0.006 (0.028)	+0.032 (0.026)	+0.013 (0.025)	+0.027 (0.025)	+0.027 (0.025)
Education: High school / A-levels	+0.023 (0.045)	+0.026 (0.045)	-0.008 (0.042)	+0.011 (0.039)	+0.003 (0.039)	+0.002 (0.039)
Education: Associates / college	-0.031 (0.048)	-0.024 (0.048)	-0.043 (0.044)	-0.013 (0.042)	-0.019 (0.041)	-0.020 (0.041)
Education: Undergraduate degree	-0.056 (0.042)	-0.055 (0.042)	-0.082* (0.039)	-0.069 (0.038)	-0.070 (0.037)	-0.071 (0.037)
Education: Graduate degree	-0.045 (0.044)	-0.047 (0.044)	-0.067 (0.041)	-0.084* (0.040)	-0.077* (0.039)	-0.077* (0.039)
Education: Doctoral degree	+0.028 (0.070)	+0.036 (0.072)	+0.027 (0.070)	+0.000 (0.068)	+0.026 (0.068)	+0.026 (0.068)
Gender: Female	+0.114*** (0.022)	+0.115*** (0.022)	+0.132*** (0.021)	+0.096*** (0.020)	+0.096*** (0.020)	+0.096*** (0.020)
Gender: Other	-0.046 (0.083)	-0.043 (0.083)	+0.014 (0.081)	-0.004 (0.076)	+0.013 (0.075)	+0.011 (0.075)
Model fit						
N	3,001	3,001	3,001	3,001	3,001	3,001
R^2	0.079	0.082	0.186	0.274	0.306	0.306

HC3 robust SEs in parentheses. * p<.05 ** p<.01 *** p<.001. Interaction terms with VIF > 10 were removed. Reference categories: Male (gender); In the office (work location); Entry-Level (role); Growth & Innovation (sector); Working full-time (employment status); 251–2,500 (firm size); United Kingdom (country); Gen Z (generation).

13. Self-rated performance — A: full population — interaction VIF screen

Interaction	VIF	Decision
Received AI training × Age	3.04	retained
AI use (adopter) × Age	4.57	retained

Interaction block test (M4 vs VIF-screened M5): F(2) = 0.58, p = 0.56. report M4 only.
Significant interactions (VIF-passed, HC3 p < .05):
None reached p < .05.

14. Self-rated performance — B: AI users only

Predictor	M0: Controls only	M1: + Workplace conditions	M2: + Psychosocial responses	M3: + Personal attributes	M4: Full additive	M5: + Interactions
Intercept	+3.960*** (0.098)	+3.855*** (0.104)	+4.047*** (0.093)	+4.046*** (0.094)	+4.092*** (0.100)	+4.094*** (0.100)
Generational factors						
Age	-0.004* (0.002)	-0.004* (0.002)	-0.004* (0.002)	-0.003 (0.002)	-0.003 (0.002)	-0.003 (0.002)
AI environment & engagement						
AI use intensity		-0.002** (0.001)			-0.001* (0.001)	-0.001* (0.001)
AI-integrated standard workflow		+0.035 (0.028)			-0.002 (0.025)	-0.001 (0.025)
Received AI training		+0.017 (0.029)			+0.017 (0.026)	+0.016 (0.026)
In-house AI access		+0.096* (0.041)			-0.010 (0.038)	-0.010 (0.038)
AI-related job role		-0.009 (0.026)			-0.009 (0.024)	-0.009 (0.024)
Manager age		-0.001 (0.001)			-0.001 (0.001)	-0.001 (0.001)
Psychosocial & climate						
Psychological safety			+0.198*** (0.019)		+0.134*** (0.020)	+0.133*** (0.020)
Workplace Norm: AI use is normalised			-0.047*** (0.014)		-0.033* (0.013)	-0.032* (0.013)
Workplace Norm: AI use is judged			-0.010 (0.010)		-0.010 (0.010)	-0.011 (0.010)
AI anxiety			-0.016 (0.010)		-0.001 (0.010)	-0.001 (0.010)
AI self-efficacy			+0.068*** (0.019)		+0.009 (0.020)	+0.009 (0.020)
Openness about their AI use			+0.077*** (0.015)		+0.050*** (0.015)	+0.050*** (0.015)
Personal attributes						
General self-efficacy				+0.080*** (0.019)	+0.062** (0.019)	+0.061** (0.019)
Growth mindset				+0.054** (0.020)	+0.048* (0.020)	+0.048* (0.020)

Predictor	M0: Controls only	M1: + Workplace conditions	M2: + Psychosocial responses	M3: + Personal attributes	M4: Full additive	M5: + Interactions
Resilience				+0.072*** (0.018)	+0.067*** (0.018)	+0.068*** (0.018)
Collaboration				+0.029 (0.016)	+0.008 (0.016)	+0.008 (0.016)
Agility				-0.002 (0.017)	+0.009 (0.016)	+0.010 (0.016)
Big Five: Openness				-0.005 (0.013)	-0.001 (0.013)	-0.000 (0.013)
Big Five: Conscientiousness				+0.112*** (0.013)	+0.107*** (0.013)	+0.107*** (0.013)
Big Five: Extraversion				-0.003 (0.013)	+0.002 (0.013)	+0.001 (0.013)
Big Five: Agreeableness				+0.014 (0.013)	-0.004 (0.013)	-0.003 (0.013)
Big Five: Neuroticism				+0.015 (0.013)	+0.040** (0.013)	+0.039** (0.013)
Cognitive ability				+0.024 (0.012)	+0.013 (0.012)	+0.013 (0.012)
Interactions						
Psychological safety × AI anxiety						+0.006 (0.014)
Psychological safety × AI self-efficacy						-0.000 (0.024)
AI use intensity × Psychological safety						-0.001 (0.001)
Job context						
Org tenure (years)	+0.003 (0.002)	+0.002 (0.002)	+0.002 (0.002)	+0.002 (0.002)	+0.001 (0.002)	+0.002 (0.002)
Years in occupation	+0.006** (0.002)	+0.006** (0.002)	+0.005** (0.002)	+0.004* (0.002)	+0.004* (0.002)	+0.004* (0.002)
Manager (vs non-manager)	+0.055 (0.036)	+0.052 (0.036)	+0.021 (0.034)	+0.012 (0.034)	+0.003 (0.033)	+0.003 (0.033)
Work location: From home	+0.029 (0.037)	+0.025 (0.037)	+0.017 (0.035)	+0.054 (0.034)	+0.043 (0.033)	+0.042 (0.034)
Work location: Hybrid (home + office)	+0.025 (0.029)	+0.017 (0.029)	+0.000 (0.027)	+0.016 (0.027)	-0.003 (0.026)	-0.003 (0.026)
Work location: Other	+0.115 (0.080)	+0.119 (0.082)	+0.052 (0.081)	+0.073 (0.068)	+0.011 (0.071)	+0.010 (0.071)

Predictor	M0: Controls only	M1: + Workplace conditions	M2: + Psychosocial responses	M3: + Personal attributes	M4: Full additive	M5: + Interactions
Demographic & firmographic controls						
Country: Australia	+0.055 (0.057)	+0.055 (0.056)	+0.081 (0.053)	+0.037 (0.051)	+0.063 (0.048)	+0.065 (0.049)
Country: Bulgaria	-0.002 (0.071)	-0.003 (0.071)	-0.081 (0.069)	-0.105 (0.069)	-0.135 (0.070)	-0.135 (0.070)
Country: France	-0.175* (0.075)	-0.171* (0.075)	-0.205** (0.072)	-0.210** (0.073)	-0.223** (0.072)	-0.224** (0.072)
Country: Germany	+0.050 (0.037)	+0.058 (0.037)	+0.050 (0.035)	+0.058 (0.033)	+0.053 (0.033)	+0.051 (0.033)
Country: Italy	-0.316*** (0.054)	-0.306*** (0.054)	-0.328*** (0.052)	-0.326*** (0.051)	-0.330*** (0.050)	-0.331*** (0.050)
Country: United States of America	+0.147*** (0.030)	+0.152*** (0.031)	+0.100*** (0.030)	+0.041 (0.029)	+0.050 (0.029)	+0.050 (0.029)
Country: Other	-0.147 (0.097)	-0.139 (0.099)	-0.142 (0.096)	-0.079 (0.096)	-0.062 (0.097)	-0.067 (0.097)
Employment status: Working part-time	-0.043 (0.044)	-0.028 (0.045)	-0.035 (0.041)	-0.035 (0.041)	-0.022 (0.040)	-0.026 (0.040)
Employment status: Temporarily away from work	-0.328 (0.188)	-0.328 (0.187)	-0.240 (0.182)	-0.262 (0.180)	-0.238 (0.172)	-0.238 (0.172)
Role: Non-management	+0.042 (0.067)	+0.045 (0.066)	+0.045 (0.061)	+0.076 (0.062)	+0.074 (0.060)	+0.074 (0.060)
Role: Supervisor	+0.087 (0.075)	+0.093 (0.075)	+0.076 (0.069)	+0.089 (0.069)	+0.095 (0.067)	+0.094 (0.067)
Role: Junior Management	+0.076 (0.073)	+0.079 (0.073)	+0.082 (0.068)	+0.059 (0.069)	+0.080 (0.066)	+0.080 (0.067)
Role: Department Management	+0.170* (0.074)	+0.174* (0.074)	+0.153* (0.069)	+0.119 (0.069)	+0.136* (0.067)	+0.136* (0.068)
Role: Senior / Executive	+0.104 (0.078)	+0.118 (0.078)	+0.078 (0.071)	+0.040 (0.072)	+0.064 (0.070)	+0.065 (0.070)
Sector: Defensives	+0.059 (0.033)	+0.062 (0.034)	+0.055 (0.032)	+0.064* (0.031)	+0.052 (0.031)	+0.051 (0.031)
Sector: Cyclicals	+0.026 (0.033)	+0.026 (0.034)	+0.037 (0.031)	+0.034 (0.030)	+0.025 (0.030)	+0.027 (0.030)
Sector: Financials	+0.003 (0.034)	-0.007 (0.035)	-0.007 (0.032)	-0.044 (0.031)	-0.050 (0.031)	-0.049 (0.031)
Sector: Energy	+0.141 (0.226)	+0.141 (0.222)	+0.188 (0.211)	+0.166 (0.193)	+0.174 (0.193)	+0.174 (0.192)

Predictor	M0: Controls only	M1: + Workplace conditions	M2: + Psychosocial responses	M3: + Personal attributes	M4: Full additive	M5: + Interactions
Firm size: Less than 50	+0.009 (0.045)	+0.025 (0.045)	-0.003 (0.041)	+0.002 (0.041)	-0.010 (0.040)	-0.008 (0.040)
Firm size: 51 to 250	-0.060 (0.037)	-0.053 (0.037)	-0.075* (0.035)	-0.056 (0.034)	-0.061 (0.034)	-0.061 (0.034)
Firm size: 2,501 to 9,999	-0.030 (0.034)	-0.034 (0.034)	-0.020 (0.032)	-0.021 (0.031)	-0.023 (0.030)	-0.024 (0.030)
Firm size: 10,000 or more	+0.013 (0.031)	+0.003 (0.031)	+0.019 (0.029)	+0.009 (0.028)	+0.009 (0.028)	+0.009 (0.028)
Education: High school / A-levels	+0.010 (0.058)	+0.016 (0.058)	-0.048 (0.055)	+0.001 (0.055)	-0.029 (0.054)	-0.032 (0.054)
Education: Associates / college	-0.068 (0.063)	-0.065 (0.064)	-0.093 (0.060)	-0.041 (0.059)	-0.064 (0.058)	-0.063 (0.058)
Education: Undergraduate degree	-0.085 (0.053)	-0.085 (0.054)	-0.128* (0.051)	-0.097 (0.051)	-0.121* (0.050)	-0.121* (0.050)
Education: Graduate degree	-0.083 (0.055)	-0.083 (0.055)	-0.119* (0.052)	-0.116* (0.053)	-0.126* (0.052)	-0.127* (0.052)
Education: Doctoral degree	-0.018 (0.085)	-0.009 (0.085)	-0.039 (0.087)	-0.027 (0.082)	-0.024 (0.083)	-0.025 (0.083)
Gender: Female	+0.116*** (0.024)	+0.113*** (0.025)	+0.133*** (0.023)	+0.102*** (0.023)	+0.101*** (0.023)	+0.102*** (0.023)
Gender: Other	+0.007 (0.097)	-0.006 (0.097)	+0.048 (0.093)	+0.028 (0.081)	+0.036 (0.082)	+0.042 (0.083)
Model fit						
N	2,215	2,215	2,215	2,215	2,215	2,215
R^2	0.090	0.096	0.207	0.265	0.303	0.304

HC3 robust SEs in parentheses. * p<.05 ** p<.01 *** p<.001. Interaction terms with VIF > 10 were removed. Reference categories: Male (gender); In the office (work location); Entry-Level (role); Growth & Innovation (sector); Working full-time (employment status); 251–2,500 (firm size); United Kingdom (country); Gen Z (generation).

14. Self-rated performance — B: AI users only — interaction VIF screen

Interaction	VIF	Decision
Psychological safety × AI anxiety	1.12	retained
Psychological safety × AI self-efficacy	1.32	retained
AI use intensity × Psychological safety	1.16	retained

Interaction block test (M4 vs VIF-screened M5): F(3) = 0.73, p = 0.537. report M4 only.

Significant interactions (VIF-passed, HC3 p < .05):
None reached p < .05.

C.4 Age and generation

Every specification above carries age as a mean-centred continuous term. Each was re-estimated with the four generation groups in place of age, holding everything else constant. Where generation enters as a set of dummy variables with Gen Z as the reference category, the unadjusted model is

$$y_i = \beta_0 + \beta_1 D_{2i} + \beta_2 D_{3i} + \beta_3 D_{4i} + \varepsilon_i$$

Unadjusted, generation

where D_{2i}, D_{3i} and D_{4i} indicate Millennial, Gen X, and Baby Boomer and Silent Generation, respectively. The corresponding age model replaces the three dummy variables with a single continuous term.

$$y_i = \beta_0 + \beta_1 Age_i + \varepsilon_i$$

Unadjusted, age

The unadjusted coefficient is the difference between generations as it appears in the workforce. The adjusted coefficient is the difference remaining between employees who are comparable on training, provision, job role and the other controls. Agreement means the two groupings lead to the same conclusion about whether age or generation is associated with the outcome. Divergence means they do not, which is expected where the generational pattern is not monotonic in age.

Age-continuous and generation-categorical specifications compared

	Unadjusted (M0)		Full additive (M4)	
Outcome	**Age**	**Generation**	**Age**	**Generation**
AI adoption	−0.0036 (p = .0001)	F = 5.7 (p = .0007)	+0.0003 (p = .72)	F = 3.7 (p = .011)
AI use intensity (% of daily tasks)	−0.2169 (p = .0006)	F = 3.7 (p = .012)	+0.0211 (p = .71)	F = 0.4 (p = .72)
AI in standard workflow	−0.0055 (p < .0001)	F = 8.4 (p < .0001)	−0.0019 (p = .14)	F = 2.4 (p = .063)
AI self-efficacy	−0.0173 (p < .0001)	F = 23.6 (p < .0001)	−0.0150 (p < .0001)	F = 20.4 (p < .0001)
Openness about own AI use	+0.0014 (p = .60)	F = 0.5 (p = .66)	+0.0043 (p = .086)	F = 1.7 (p = .16)
Hours saved (% of week)	−0.1590 (p = .0009)	F = 2.2 (p = .086)	+0.0015 (p = .97)	F = 0.7 (p = .58)
Share of saved time reinvested into work	+0.1880 (p = .017)	F = 2.1 (p = .10)	+0.0876 (p = .29)	F = 1.0 (p = .41)
Generational AI bias	−0.0134 (p < .0001)	F = 16.2 (p < .0001)	−0.0112 (p < .0001)	F = 11.7 (p < .0001)

	Unadjusted (M0)		Full additive (M4)	
Outcome	**Age**	**Generation**	**Age**	**Generation**
AI anxiety	−0.0098 (p = .0001)	F = 3.4 (p = .018)	−0.0102 (p < .0001)	F = 3.4 (p = .016)
Use-shaming concern	−0.0130 (p < .0001)	F = 6.9 (p = .0001)	−0.0091 (p = .0002)	F = 4.7 (p = .0027)
Non-use-shaming concern	−0.0056 (p = .049)	F = 3.4 (p = .018)	+0.0018 (p = .50)	F = 2.3 (p = .072)
Psychological safety	−0.0003 (p = .87)	F = 1.1 (p = .36)	−0.0035 (p = .024)	F = 3.1 (p = .027)
Perceived job performance (all employees)	−0.0028 (p = .050)	F = 0.9 (p = .47)	−0.0024 (p = .062)	F = 1.0 (p = .41)
Perceived job performance (AI users)	−0.0041 (p = .015)	F = 4.0 (p = .0076)	−0.0029 (p = .059)	F = 3.7 (p = .011)

Note. Each outcome was estimated twice, once with age as a mean-centred continuous term and once with the four generation groups in its place, holding everything else constant. The age columns report the coefficient on age. The generation columns report the joint F test of the three generation dummy variables, with Gen Z as the reference category. All tests use HC3 standard errors.

C.5 Mediation from training to hours saved

Section 3.3 reports that training is associated with higher AI confidence and with having a standardised AI workflow, and that both relate to the hours employees save. We tested this chain using a parallel multiple mediation (PROCESS Model 4), with AI confidence and workflow integration entered as simultaneous mediators. The sample is AI users reporting time saved above zero (n = 2,116). Component paths use HC3 standard errors. Indirect associations use percentile bootstrap intervals from 5,000 resamples.

Training predicts AI confidence (b = +0.09, p = .011) and workflow integration (b = +0.19, p < .001). Both predict time saved (b = +4.64 and +7.39, p < .001). The total association between training and time saved is +4.79 (p < .001); +2.96 of this remains direct with both mediators in the model. The indirect association is 0.43 via confidence (95% CI [0.10, 0.80]) and 1.40 via workflow (95% CI [0.96, 1.90]), together 38% of the total.

We also tested the assumption the pathway rests on, that nothing unmeasured drives both a mediator and time saved. Each indirect association falls to zero when the unexplained variation in the two correlates at 0.2.

All measures come from a single wave. Employees who get more from AI may well become more confident and build routines around it, producing the same coefficients. These are indirect associations, not indirect effects.



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