

How does AI influence creativity in work environments? Examining employees' attitudes and perceptions in the context of crisis communication in Greece

A quantitative study

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ABSTRACT

What are the perceptions of employees in the Greek market of communications regarding AI use and its influence on employee creativity? As Artificial Intelligence becomes increasingly integrated into professional environments, it is essential to understand how employees perceive AI and how its use influences one of the most valuable skills: creativity. The following study aims to explore the attitudes of employees toward Artificial Intelligence (AI), their perceptions of how these attitudes could predict its use in work-related environments and how this use influence their creative outcomes. Specifically, the study seeks to answer the following research questions: Overarching RQ: *To what extent does work-related AI use influences perceived employee creativity?* Sub-question: *How does AI use mediate the connection between positive attitudes toward AI and perceived employee creativity?* To address these questions, the study draws on established theoretical frameworks such as the Diffusion of Innovation Theory (Rogers et al., 2014, pp. 41-43) integrating also the AI Device Acceptance (AIDUA) model (Gursoy et al., 2019, pp. 158-161) to explain how attitudes toward AI are formed and can lead to actual use, the Componential Theory of Creativity (Amabile, 2013, p. 4) and the concept of augmented creativity to capture the enhancement of creativity, through AI use. The research method employed is quantitative and a survey was designed to gather responses from professionals working in the Greek market of communications. The survey was completed with $N=155$ participants. The findings reveal that the positive attitudes toward AI are more prevalent among communication professionals and work-related AI use significantly enhances perceived employee creativity. The study includes also a mediation model, which reveals that positive attitudes toward AI influence employee creativity both directly and indirectly. This dual pathway creates promising directions for future research. The results offer meaningful insights for both scholars and practitioners, as they suggest that fostering positive attitudes toward AI and integrating this technology into organizational workflows can enhance employee creativity. Additionally, the findings highlight the importance of conducting further research investigating employees' perceptions from various industries and calls for refined measures of attitudes to align more with multidimensional models like AIDUA. Finally, the findings underline the importance of building a work environment that supports AI use and helps employees enhance their creative potential related to their work.

KEYWORDS: *Attitudes, AI, employee creativity, perceptions*

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1. Introduction

The integration of Artificial Intelligence (AI) into organizational workflows has transformed various industries. AI plays a crucial role in analyzing unstructured data (Cheng et al., 2024, p. 176) and automating the decision-making processes, improving efficiency (Noy & Zhang, 2023, p. 9). Beyond efficiency, AI technologies are also reshaping the creative process by assisting in the generation of innovative ideas and solutions (Ma et al., 2024, p. 8). Attitudes toward AI significantly influence its adoption in the workplace setting, and especially positive attitudes can lead to greater use of AI by employees (Chiu et al., 2021, p. 12), fostering collaboration between humans and artificial intelligence to support creative processes (Ma et al., 2024, p. 8). One effective way to explain how these attitudes work is by understanding the AI Device Use Acceptance model (AIDUA), which presents the adoption as a 3-stage process. This model, in combination with the Diffusion of Innovation Theory by Everett M. Rogers (Rogers et al., 2014, pp. 41-43) can explain the process of how positive attitudes are structured and how these positive attitudes built an environment that will support the use of AI. Although the positive pre-existing attitudes can lead to AI adoption and use, sometimes problems can emerge that are connected with psychological and emotional situations, such as the fear that AI can replace humans in multiple domains including more creative tasks, making employees feel powerless (Kim, et al., 2025, pp. 6-8). These issues can cultivate negative attitudes toward the technology and prevent the use of AI. However, the mechanism through which positive attitudes lead to actual AI use is particularly significant, as it can reveal how such use influences creativity.

Recent research suggests that AI systems, including generative AI chatbots, have reached human-level creativity and are challenging the long-standing belief that creativity is an exclusively human capability (Haase & Hanel, 2023, p. 5). AI can enhance creativity by providing novel insights and automating routine tasks. The perspective of AI-augmented creativity (Jia et al., 2023, p. 5-10, 22) supports the view that AI can enhance human capabilities by offering decision-ready insights and improving idea generation, while allowing professionals to focus on strategic thinking. AI can support convergent thinking more efficiently, aiding in information gathering, idea evaluation and refinement (Marrone et al. 2024, p. 6). In every case human contribution is considered critical (Marrone et al., 2024, p. 6). Understanding how professionals perceive AI's role in creativity is crucial in determining whether AI can embrace or disrupt creativity in the workplace.

1.1 Societal relevance

AI is projected to contribute 15.7 trillion dollars to the global economy by 2030 based on a PWC report (Patnaik & Bakkar, 2024, p. 4). With AI adoption in organizations reaching nearly 80% (Ma et al., 2024, p. 1), it is crucial to investigate how attitudes toward AI shape its usage and whether its implementation influences employees' creative capabilities. In the Greek market worker acceptance

remains a barrier because public skepticism is high: 69.7% of Greeks fear AI's negative impact on their employment, and 1 out of 2 people believe that AI is used to control personal data (Apostolopoulou et al., 2024, p.17-18). However, 12% of Greek enterprises already invest in AI solutions, with another 20% planning to do so soon (SEV, 2024, p. 9). This could lead to Greece's GDP increasing to 5.5% by 2030, based on Deloitte's report (Deloitte, 2024). Given that creativity is considered as one of the most essential skills for employees in the 21st century, it is crucial to understand its evolving role in the workplace. Equally important is also to examine how artificial intelligence (AI) contributes to the creative process, particularly in light of growing concerns around replacement. The concept of Creative Displacement Anxiety (CDA) highlights these fears, as it suggests that generative AI not only assists human creativity but can outperform humans in certain creative tasks and even diminish human creativity (Caporuso, 2023, p. 4).

1.2 Academic relevance

Existing research on this topic primarily focuses on AI's technical capabilities (Cheng et al., 2024). Additionally, studies have examined how positive attitudes facilitate its adoption in the workplace and its ability to perform complex creative tasks (Hasse & Hanel, 2023, p. 5). Within the academic community, perspectives on AI's role in creativity vary. Runco (2023), p. 2-5 argues that AI lacks the basic human elements of the creative-thinking process and cannot truly engage in creativity. Instead, it recombines existing data resulting in what he refers as "artificial creativity". In contrast, the augmented creativity perspective (Jia et al., 2023, pp. 5-10, 22) considers AI as a supportive partner that enhances creativity by providing insights and automating routine tasks, make it easier for professionals to focus on more crucial problems. This perspective has many supporters. Some of them are Marrone et al., (2024), p. 6-8, who focus on narrow AI systems. They argue that while such tools cannot independently generate creative ideas that are both novel and effective, they can aid specific stages of the creative process, especially convergent thinking tasks, like idea refinement and evaluation. Despite growing academic interest, empirical research on how actual AI use in the workplace influences employee creativity remains limited, especially within a demanding context like crisis communication, an industry that requires fast responses and effective communication. To the knowledge of the author, no prior research was found to examine whether attitudes toward AI contribute to creativity only through the mediating role of AI use. This study addresses this gap by proposing and testing a mediation model that links attitudes, AI use and perceived creativity. In doing so, it not only extends pre-existing literature that captures these concepts separately, but also offers empirical evidence on how AI is integrated and contributes in tasks that require creative thinking in an organizational setting.

1.3 This study

This study aims to fill this gap by exploring how AI use is perceived in relation to creativity and examine its mediating role in the link between positive attitudes toward AI and perceived employee creativity. The study focuses on the perspectives of communication professionals working on communications and public relations, with experience in crisis communication within the Greek market. All responses are based on the participants' professional expertise, particularly their use of AI in daily work-related tasks, including crisis management.

1.3.1 Why crisis communication as a context of interest

As a specialized domain within public relations, crisis communication originates from crisis management and focuses on preserving an organization's reputation and building strong relationships with the company's stakeholders (Fichet, 2018, p. 11). Crisis communication can be defined as a strategic use of words and actions to manage information and give meaning during a crisis (Coombs, 2018). As part of the communication process, professionals who work in public relations, communications and marketing positions are mostly responsible for handling crises from a communicative standpoint. Crisis communication is a domain that requires consistent and accurate responses (Smaliukiene, 2024, p. 549), and messages should be communicated efficiently. By nature crises are situations in which professionals are required to generate creative and innovative ideas, especially during moments when they are under pressure or confusion (Pearson & Sommer, 2011, p. 27). AI use is expanding in the field of crisis communication, and multiple tools are available to help navigate crises successfully (Cheng et al., 2023, p. 172). The following research examines the perspectives of the professionals that are working in communications and are managing crises, as a general context of interest. Therefore it will not delve deeply into crisis communication theory, but will only capture it as a context for understanding AI use and its perceived influence on employee creativity.

To explore the emerging concepts that are explained earlier, the following study will explore the following research questions:

Overarching RQ: *To what extent does work-related AI use influences perceived employee creativity?*

Sub-question: *How does AI use mediate the connection between positive attitudes toward AI and perceived employee creativity?*

To address these research questions, the study employs a quantitative research approach, and a survey is developed to investigate the concepts of positive and negative attitudes toward AI, work-related AI use and employee creativity. These variables will be measured through established and validated scales to ensure relevance within a professional work-related context. Employee attitudes are assessed using two different scales: one measures the positive attitudes and the other measures the negative ones. AI use is measured more broadly, without conceptualizing it as a specific tool, but as a

technological innovation in the workplace. Finally, creativity will be measured in the context of the work environment, with participants encouraged to consider their creative processes in relation to their experience with AI.

1.5 Chapter Outline

The remainder of the study unpacks the attitudes toward AI that lead to the actual use of it in the workplace and how this use influences employee creativity. The second chapter processes with the theoretical framework that the research is built on, and the hypotheses will be formatted. Key theoretical concepts will be analyzed, as the Diffusion of Innovation Theory (Rogers et al., 2014, pp. 41-43), the AIDUA model (Gursoy et al., 2019, pp. 158-161), the Componential Theory of Creativity (Amabile, 2013, p. 4) and the concept of augmented creativity (Jia et al., 2023, p.5-10, 22). The concepts are connected with each other in order to explain how AI use emerges from positive attitudes and influences perceived employee creativity. After this, Chapter 3 outlines the methodology of the study. The quantitative research design, the sampling strategy, validity and reliability issues, and the operationalization of the key constructs are explicitly analyzed. Chapter 4, presents the results of the current study, including descriptive statistics, factor and reliability results, regression models and mediation results. Finally, Chapter 5, provide answers to the research questions and underlines theoretical and practical implications, limitations and future recommendations.

2. Theoretical framework and Hypotheses development

This chapter draws on key theories and concepts to examine the complex relationship between employee's attitudes toward AI, their work-related AI use, and their employee creativity. The main context of the study, as mentioned earlier, is the communications and public relations industry and, specifically, examining the perceptions of professionals that are experienced in crisis communication. Multiple references are given to this industry, without emphasizing theoretical models of crisis communication as it is only used as a context of professional interest. Nevertheless, the chapter also considers broader workplace dynamics. The central theoretical framework guiding this study is Roger's Diffusion of Innovation (DOI) theory (Rogers et al., 2014, pp. 41-43), which provides a comprehensive lens through which AI adoption can be understood as a social and organizational process. The DOI framework helps explain how innovations, such as AI tools, are perceived and adopted by individuals and organizations. Supporting this primary lens, the AIDUA model (Gursoy et al., 2019, pp.158-161) is employed to explore the psychological decision-making process regarding the adoption and use of AI. In parallel, Componential Theory of Creativity (Amabile, 2013, p.4) is used to conceptualize creativity as the outcome of domain-relevant skills, intrinsic motivation, and creativity-relevant processes supported by a relevant social environment. Lastly, the concept of augmented creativity frames AI not as a replacement but as a collaborative partner that enhances human creative potential. This helps in understanding how AI once it is implemented into organizational frameworks supports and enhances employee creativity. These theories work in combination to capture the full pathway from the emergence of AI-related attitudes, specifically positive ones, through actual adoption, to creative outcomes in professional settings.

To present a logical flow, it is essential to structure the theoretical explanation in a way that first explains how positive attitudes drive to the acceptance and use of AI and then how this use can lead to more creative outcomes.

2.1 AI use in the workplace

The adoption of AI in business operations has highlighted the need to examine the factors that influence its adoption in the workplace and the impact of this adoption on organizational workflows (Ma et al, 2024, p. 1). Based on recent research, the adoption of AI has a positive impact on organizational performance and innovation management, also supporting employee job satisfaction (Ma et al., 2024, p. 3). In general, companies are using AI, such as AI chatbots, to support their daily tasks and their reputation management but also as a tool to help them in decision-making (Ray, et al. 2024, p. 159). In the context of public relations, AI can be conceptualized as technologies that exhibit humanlike cognition and perform tasks and functions that are traditionally performed by public relations professionals in collaboration with them or autonomously (Galloway & Swiatek, 2018, p. 735). The same authors emphasize that AI in public relations extends beyond the automation of

repetitive tasks and highlight the perspective of AI use as an augmentation tool that enables professionals to perform strategic communication tasks. Within crisis communication, AI can be seen more as a strategic enabler rather than a replacement for human expertise, as it provides important tools to detect and manage crises effectively (Panda et al., 2019, p. 197). It can also enable employees to generate messages faster (Ray et al. 2024, p. 160). There is a wide range of AI tools with which employees can get alerts quickly and even respond to crises. While AI can detect, prevent or manage crises, many professionals maintain that human interventions are still critical in crises situations (Panda et al., 2019, p. 204). It is also believed that a synergetic relationship between employees and AI can not only improve employee well-being and productivity (Kong et al., 2023, p. 3) but also help the company gain competitiveness (Chowdhury et al., 2022, as seen in Kong et al., 2023, p. 3). It is clear that AI has become embedded in employees' daily routines, and has transformed the way that they approach their tasks. As AI continues to reshape the work dynamics, it is crucial to examine not only how employees are adopting these technologies in their workplace but also the pre-existing attitudes toward the technology that influence this adoption.

2.2 Attitudes of People

Before analyzing attitudes toward AI, it is essential to first define the meaning of attitudes and how they are constructed. Attitudes reflect a person's tendency to think, feel, or behave in particular ways based on past experiences and individual temperament. They are a combination of a person's personality, beliefs, values, behaviors and motivations and can influence the social world as well as the community setting can influence an individual's attitudes (Pickens, 2005, p. 44). Attitudes are measurable and come in different strength toward different things. Additionally, they can be influenced and changed based on different experiences and new information. However, this change requires time and effort (Pickens, 2005, p. 48, 50).

Understanding professionals' attitudes toward AI is crucial for examining its adoption and the impact on creativity in the workplace. Attitudes play a critical role in the acceptance of AI (Schepman & Rodway, 2020, p. 1) with trust being a significant component in human-technology interactions. Trust represents a positive attitude toward artificial intelligence. This positive view can strengthen the relationship with employees and control behaviors that will help them benefit from AI adoption (Kong et al., 2023, p. 3). Trust is generally considered as a cognitive phenomenon that comes from rational thinking and contributes to decision-making. It can be described as a multidimensional concept and distinguishes in cognitive, emotional and organizational trust. Considering trust in information technology, most research emphasizes cognitive trust. Cognitive trust has to do with the functionality and performance of the technology, evaluating its accuracy and reliability. However, critics of cognitive trust blame it for overemphasizing the formation of temporary trust formation that may not last in a continuous level. Regarding emotional trust, this is rooted in feeling and affection and not in

logical judgment and can play a critical role in trust decisions. For example, when it comes to AI chatbots, anthropomorphism plays a central role, as human-like characteristics can make agents more trustworthy and attractive to users. However, cognitive and emotional trust do not always align. Someone can trust a technology without having emotional connections with this technology. It is noteworthy that organizational trust can provide a foundation for trusting any technology overall if people trust the organizational environment, ethics and credibility (Gkinko & Elbanna, 2023, pp. 2-3).

2.2.1 AI Device Use Acceptance Model (AIDUA)

Multiple studies include attitudes towards AI as influential factors for AI use (Ma, et al., 2024, p.3). Many researchers have developed and tested theories for the influence of attitudes on the use of technology and AI, with the most widely used theoretical model being the Technology Acceptance Model (TAM). The TAM theory suggests that one's intention to use a technology is the perceived usefulness of the technology and the perceived ease of use. This means that people evaluate a technology by their belief that this technology will improve their performance without a great amount of effort (Park et al., 2024, p. 921). However, many scholars argue that the rapid evolvement of AI technologies has reduced the predictability of the TAM theory, which is mainly used for non-intelligent technologies (Kelly et al., 2023, p.3).

Therefore, they propose an alternative model to better conceptualize the relationship between attitudes and AI use. The AI Device Use Acceptance model (AIDUA) supports that AI user experiences have three stages of acceptance. In the primary appraisal stage, users evaluate the importance of AI adoption based on social influence, hedonic motivation (the enjoyment that derives from the use of AI), and the ability to have humanlike characteristics. In the secondary appraisal stage users assess AI's advantages and disadvantages through performance (how well AI can perform to a task) and effort expectancy (ease of use) and formulate emotional responses toward AI (Gursoy et al., 2019, pp. 158-161). Here, trust can play its role with emotional and organizational trust deriving from the primary appraisal stage and cognitive from the secondary appraisal stage. Lastly, in the outcome stage, the emotional reactions that have already been cultivated determine whether users accept or resist AI use. Notably, positive emotions can lead to greater acceptance of AI (Gursoy et al., 2019, pp. 158-161).

2.3 Diffusion of Innovation

Having explained how the psychological mechanism of individual works to form attitudes and shape the decision to accept AI technology, it is important to understand how these individual adoption decisions aggregate and spread within organizations and lead to actual use. This process can be conceptualized by the Diffusion of Innovation (DOI) theory, introduced by Everett M. Rogers (Rogers et al., 2014, pp. 41-43), and explains how new technologies are communicated and adopted within a society or an organization through specific communication channels. More specifically, technological

innovations often create uncertainty, as individuals are challenged to evaluate and adapt these innovations (Rogers, 2003, as seen in García-Avilés, 2020, p. 2-3). An innovation follows a five stage process until it is finally in use. This process includes the knowledge stage, where the individual is being informed about the existence of a technology, the persuasion stage, which aligns also with the AIDUA model (Gursoy et al., 2019) and is the stage when someone adopts a positive or negative position about a new technology, the decision stage is when the individual decides to accept or reject to use a technology, the implementation, when the individual starts to use a technology and the finally the confirmation stage, which includes the evaluation of a technology after it is implemented. Furthermore, five key attributes influence the adoption of innovations: relative advantage, compatibility, complexity, trialability, and observability. Relative advantage refers to the perceived benefits of this technology (in this case AI technology) compared to previous ones, which means that the greater the benefits of the innovation are, the more likely employees will adopt it. Compatibility concerns how well an innovation can align with the organization's workflow, its values and its specific needs. Complexity examines how easy the integration of the technology in the organizational culture is and trialability refers to the extent to which a technology can be tested before the adoption. Finally, observability relates to the measurement of how successful the integration of the technology is. These attributes also help managers to assess new technologies before the adoption (Rogers et al., 2014, pp. 41-43)

As previously mentioned, individuals form attitudes toward these technologies, which play a crucial role in the process of whether they accept or reject the technology. Adopters can be categorized based on their willingness to change, with early adopters being those who have a more positive attitude toward the change and can handle uncertainties and risks better (Rogers, 2003, as seen in García-Avilés, 2020, p.2-3). Mattos & Laurindo, 2017, as seen in Patnaik & Bakkar (2024), p. 2, explain that the adoption process includes several stages: the "intention" stage (decision to adopt), the "adoption" or "decision" stage (actual acceptance), and "routinization" (integration into regular workflows). All in all, Diffusion of Innovation, help in understanding how AI technologies are being accepted by an individual in an organizational level.

2.4 AI perceived as a threat and the role of AI anxiety

Despite the potential of AI to support employees and boost productivity, negative emotions that can cultivate negative attitudes should be addressed AI technologies have been criticized in the work context for job threatening and job loss. A prediction is that AI will replace employees as it uses data and algorithms to perform humanlike tasks, fueling people with uncertainty (Zirar et al., 2023, p. 3). Building on this concern, Xu et al., 2023, p. 844, extends the Diffusion of Innovation theory, by adding an additional attribute: the "threat of technologies", which explains the resistance to AI technologies. The "threat of technologies" refers to individuals' perceptions of how vulnerable they

are to technological impacts and the perceived severity of those impacts. In this case the impacts include the career prospects and employment opportunities. As AI increasingly takes over tasks that previously required critical judgment, it is crucial to examine how employees form attitudes toward AI technologies.

Another concept that is related to the “threat of technologies” is AI Anxiety, which is defined as a non-clinical, societal-level psychological phenomenon. This phenomenon has emerged from the rapid integration of AI in employees’ work environment and the potential risks like human replacement, loss of control, ethical ambiguity and privacy issues that appeared from its expanding role (Kim, et al., 2025, p. 3).

The use of AI not only for repetitive and automotive tasks but also its integration to cognitive and creative domains has caused fear of replacement and derived existential anxiety but also questioning job security. The overreliance on these systems has also raised concerns about the erosion of multiple human skills like creativity, as employees increasingly turn to AI to help them in problem-solving and decision-making tasks. People are also worried about their privacy, as their personal data are shared and used in different platforms, which can make them feel powerless. The possible loss of human oversight in combination with the unpredictable nature of AI systems can diminish individuals’ sense of security and control, which in turn can increase stress and a general unease toward AI technologies (Kim et al., 2025, pp. 6-8). The threat of job security can cultivate a negative attitude toward a technology, as people are less likely to adopt AI in their workplace if they are afraid of replacing them at work (Xu et al., 2023, p. 848).

Although this study acknowledges these critical perspectives, it focuses on the role of positive attitudes in facilitating AI adoption. Rather than emphasizing resistance or fear, the research highlights how favorable perceptions of AI can encourage professionals to actively integrate AI tools into their daily communication tasks.

The AI Device Use Acceptance (AIDUA) model (Gursoy et al., 2019, pp. 158-161) explains the psychological mechanisms through which individuals form attitudes toward AI technologies, with a particular focus on how cognitive and emotional trust is developed. These attitudes shape their intention to use this technology. The Diffusion of Innovation (DOI) theory (Rogers et al., 2014, pp. 41-43), on the other hand, offers a broader framework that describes how these adoption decisions that someone takes individually, spread within an organization. Together, AIDUA and DOI provide a complementary explanation of AI adoption. While AIDUA explains the cognitive and emotional mechanisms that shape individual attitudes toward AI, DOI theory situates these attitudes within a broader organizational context. In this way, AIDUA can be seen as enriching the “persuasion” stage of Roger’s model by unpacking the psychological processes behind attitude formation.

To investigate the relationship between positive attitudes and AI use, the following hypothesis has been formed:

H1: Positive attitudes towards AI (IV) positively influence work-related AI use (DV).

2.5 Creativity in the workplace

Now that it is clear how the process of AI adoption works based on previous attitudes, it is important to assess AI's perceived impact on creativity. Therefore, it is essential to define creativity in the professional environment.

Creativity is considered one of the most valued skills for the workplace in the 21st century, and the World Economic Forum (2016) has placed it as a top characteristic for an employee. Plucker et al., 2004, p.90 define creativity as the result of an interaction between ability, process, and environment, through which an individual or group generates a product that can be considered both novel and useful within a given social context.

According to the Componential Theory, creativity is the generation of novel and appropriate ideas, solutions, or products. This theory, designed specifically for psychological and organizational research and identifies four key components necessary for creative output: domain-relevant skills, creativity-relevant processes, intrinsic task motivation, all of which are influenced by the surrounding social environment. Creativity arises when a motivated individual with high domain expertise and strong creative-thinking skills, operates in an environment that supports creativity. The theory emphasizes that the intrinsic motivation of a person, which means how much this person is interested and wants to engage in something, is central to creative performance and people become more creative when they have a challenge to confront (Amabile, 2013, p. 4). Connecting it to the context of the study, creativity plays a significant role in fighting disinformation and misinformation, dealing with distrust, and preserving reputation. Therefore, creativity can improve the effectiveness of communication, especially during crises (Smaliukiene, 2024, p. 550). A highly relevant condition for creative work is risk-taking, which is encouraged by the motivation of sensation seeking and also the openness to new experiences trait, as it is crucial to explore alternative solutions and novel ideas (Carrof et al., 2018, p. 7).

2.6 Creativity and AI use

AI is increasingly recognized as a co-creator capable of generating novel ideas and easily handling tasks that require convergent thinking (Grilli & Pedota, 2023, p. 234). AI technologies can promote problem-solving abilities and creativity of employees by offering features tailored to their needs (Korayim et al., 2025, p. 600). Referring to the creative process at work, AI's role goes beyond idea generation, as it offers employees' decision ready insights and innovative problem-solving solutions through data analysis and data prediction (Ma et al., 2024, p. 8).

In contrast to perspectives that embrace AI's role in creativity, a growing concern is the emergence of Creative Displacement Anxiety (CDA). Closely related to the broader psychological phenomenon of AI Anxiety, CDA specifically refers to a psychological condition that might come

from the perceived threat or actual replacement of human creativity by AI. This fear can cause various negative experiences to individuals and raises questions about mental well-being and authenticity of the creative output (Caporuso, 2023, p. 4).

Adding to these concerns, recent research suggests that AI-generated outputs can rival human creativity in the generation of original ideas, particularly for everyday creative tasks (Haase and Hanel, 2023, p. 1). Moreover, advanced AI models can now match human performance in well-established creativity tests (Rafner et al., 2023). In opposition to these concerns, an emerging perspective sees AI as a collaborative partner regarding creativity, predicting that AI will not only assist in idea generation but also become a key source of novel ideas alongside human professionals (Grilli & Pedota, 2024, p. 238). AI can contribute in idea generation and professionals can afterwards evaluate these ideas and decide about their feasibility and practical application.

Building on that, a new approach of augmented creativity has come to light, which suggests that AI should complement human creativity rather than replacing it, allowing AI to co-develop solutions with human intelligence rather than substitute human thinking entirely. AI can handle more routine and repetitive tasks, while people can gain more time to focus on higher-level problem-solving tasks. Employees, with the help of AI, can focus on tasks like developing new solutions and innovating their approaches and, in this way, enhancing their capabilities. However, this collaboration between humans and AI is skill-based and people with more job-related expertise are more able to benefit and increase their creativity outcomes (Jia, et al., 2024, pp. 5-10, 22).

Focusing exclusively on narrow AI systems, those trained to perform a specific task, such as ChatGPT, Marrone et al. (2024), p. 8, argue that these systems cannot exhibit independent creativity. According to the authors, creativity involves the production of outputs that are both novel and effective, and this standard is not met by current narrow AI tools. To further evaluate AI's capabilities, the authors draw from Guilford (1959), p. 6 concept describing the stages involved in using creativity to solve a problem. This process begins with problem definition, where the goals of the creative task are justified, followed by idea generation, the phase in which potential solutions are produced. Next is idea evaluation, where these ideas are critically assessed, and finally, solution validation, a stage that ensures that a solution is both novel and reaches the primal expectations. Although the authors argue that AI cannot be independently creative, they align with the growing scholarship opinions that AI can augment creativity. AI can support problem-solving by doing specific processes faster, but human oversight is critical. AI is particularly effective in accelerating convergent thinking processes, such as information gathering and idea evaluation, which are critical but time-consuming steps in the creative process. This means that people can invest their time in more complex tasks, increasing their productivity.

Eapen et al. (2024) support this viewpoint by stating that AI can provide assistance to the idea evaluation by making ideas more specified. The evaluation of creativity is important, as an idea must be acknowledged as creative by a relevant evaluator to be developed and implemented into a concrete innovation (Magni et al., 2023, p. 645). Another task that AI technologies can strongly support is idea refinement, as they can produce stronger ideas, combining the information that is given to them. AI is currently well-suited for these simple tasks but still limited in performing divergent thinking, which is essential for generating original ideas. Therefore, human input is critical in tasks that require creativity (Marrone et al., 2024, p. 6).

To bring the discussion together, once work-related AI use is established and employees begin integrating AI into their daily tasks, their individual abilities such as creativity can be influenced. As outlined earlier, Amabile's theory (Amabile, 2013, p.4) suggests that creativity is shaped not only based on specific domain-relevant and creativity skills, but also by factor such as the work environment and the intrinsic motivation of the employees, both of which can be enhanced by the use of AI. This leads to the concept of augmented creativity to explain how AI can complement the creative potential of the employee, by automating tasks and providing support in idea evaluation and refinement (Jia et al., 2023, p. 5-10; Marrone et al., 2024, p.8)

To investigate this relationship based on the perceptions of professionals of weather AI use influence creativity, the following hypothesis is proposed:

H2: Work-related AI use (IV) positively affects perceived employee creativity (DV).

2.7 AI use as a mediator between Attitudes towards AI and creativity

To develop the third hypothesis, this study builds on the relationships established in the first two hypotheses. Specifically, the dependent variable from H1 and the independent variable from H2, which is AI use, will serve as a mediator. Building on the previous hypotheses, this study proposes that AI use is a mediating factor between positive attitudes toward AI and perceived employee creativity.

As previously discussed, the AIUDA model proposes that attitudes toward AI are shaped inside a three-stage process including the primary and secondary appraisal. In the primary appraisal, factors such as the social influence, the motivation that leads to the use of the technology and the humanlike characteristics are considered. In the secondary appraisal, performance and ease of use are evaluated. This psychological mechanism contribute to the development of positive attitudes (Gursoy et al., 2019, pp. 158-161). This process can be understood as the point at which both cognitive and emotional trust in AI is developed. As Gkinko and Elbanna (2023, pp. 2-3) explain, cognitive trust is based on the assessment of performance and emotional trust is influenced by the level of anthropomorphism. The psychological mechanism of how attitudes are formed aligns with DOI theory (Rogers et al., 2014, pp. 41-43) that explains how employees are finally led to the adoption within an organizational context. According to DOI theory, innovations like AI are more likely to be adopted

when perceived as useful, compatible, and easy to try, factors that are strongly influenced by one's attitudes.

Once integrated into daily work, AI functions as an operational aid that facilitates idea generation, helping in the automation of routine tasks, and freeing up cognitive resources of the employees for more complex and creative problem-solving activities (Ma et al., 2024; Jia et al., 2024). Based on the Componential Theory of Creativity (Amabile, 2013, p.4), two essential components for creativity are intrinsic motivation and a supportive work environment. In this context, with a positive attitude toward AI, employees can use AI as a supportive technology within an environment that fosters innovation and help them in tasks that demand creative thinking.

This rationale suggests that individuals with positive attitudes toward AI are more likely to engage actively with AI tools, which, in turn, can enhance their creative processes. Therefore, the effect of attitudes toward AI on perceived employee creativity is not direct, but is mediated by the actual use of AI in the workplace.

To capture and measure this relationship, the following hypothesis is proposed:

H3: Work-related AI use mediates the relationship between positive attitudes toward AI (IV) and perceived employee creativity (DV).

Traditional mediation model requires a direct effect between the independent and dependent variable (Barron & Kenny, 1986, p. 1176). However, in this case the study proposes that there is no direct relationship between IV (attitudes) and DV (creativity), as attitudes cannot affect creativity independently. Following Zhao et al. (2010), p. 200, mediation can occur without a direct effect, known as indirect-only mediation (see Figure 1). In this framework, the influence of the IV on the DV is entirely transmitted through a mediator variable (M), and the absence of a direct effect does not invalidate the presence of mediation. In this case, the theoretical reasoning suggests that the relationship between the IV and DV is fully explained by an intermediary process.

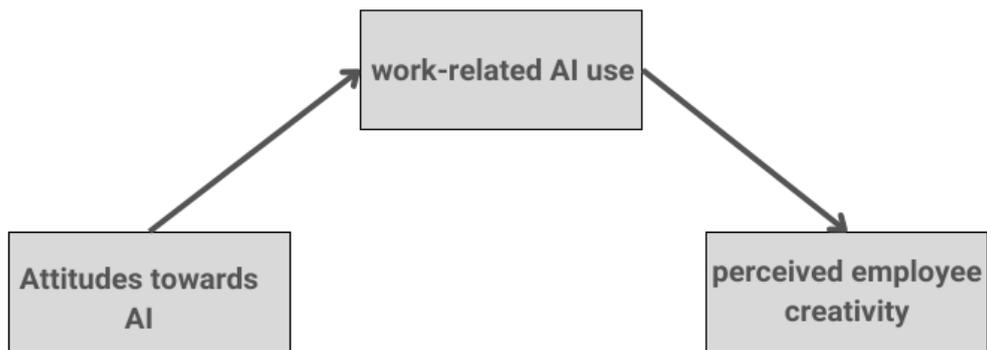


Figure 1

3. Methodology

In this section, the research design and methodology employed in this study are outlined and justified. The chapter begins with explaining the chosen research approach and data collection method, followed by a discussion of the study's reliability and validity. The sampling strategy and characteristics of the sample are then explained in detail. This is followed by the operationalization of the selected variables and an overview of their measurement. Finally, the section concludes with a discussion of the ethical considerations relevant to the study.

3.1 Description and justification of the method

This study employs a quantitative research design that makes it easier to draw statistically important conclusions about a population by studying a representative sample. Furthermore, quantitative research is significantly strong at examining causality between variables and testing theories (Lowhorn, 2007, pp. 1-2).

As a data collection method an online survey via Qualtrics was used. Surveys are appropriate methods for studying human behaviors (Ponto, 2015, p. 168) and are also cost-effective and efficient in capturing participants' data online (Ball, 2019, p.414). Surveys are employed to gather data from a population in social science research (Roni & Djajadikerta, 2021) and allow researchers to compare responses during data analysis. The survey used close-ended questions to quantify each variable and validate scales to ensure reliability and accuracy of the measurements.

Following the Methodological Guide of the Erasmus University Rotterdam, the analysis of the data was conducted using IBM *Statistical Product and Service Solutions* (SPSS). SPSS is a software tool for quantitative data analysis that is extensively utilized in the field of social sciences. The software provides functionalities to manage and organize questionnaire data. Furthermore, SPSS has a user-friendly interface that enables users to analyze data without requiring advanced programming skills (Tumiran, 2023, p. 462).

3.1.1 Reliability and Validity

Quantitative research provides high reliability and validity. Reliability ensures that findings would be the same even if different researchers analyze them (Lowhorn, 2007, p. 2). It refers to the consistency and stability of a measurement over time and across various conditions (Heale & Twycross, 2015, p. 66). In this study reliability of the measures was ensured through the assessment of internal consistency using Cronbach's alpha for each scale. All scales demonstrated beforehand acceptable to high reliability, with alpha values exceeding the recommended threshold of 0.70. The reliability indicates that the items within each scale consistently measured the same underlying construct. However, all scales were also tested again, with some unexpected outcomes and the results will be presented in the following chapter.

Validity guarantees that the instruments used truly measure what they are intended to. It is also very accurate with internal and external validity, with the first one ensuring that the dependent variable is truly caused by the independent variable and external is the extent to which a study's results can be generalized to the broader population (Lowhorn, 2007, p. 2). To ensure the validity of the research, established and validated scales were employed and were slightly adapted to the study's context. Additionally, factor analyses were conducted to all adopted scales to ensure that each concept was measured by one single scale (Heale & Twycross, 2015, p. 66).

3.2 Sample and Sampling strategy

The sampling strategy is non-probability with a purposive sampling technique, as the study aims to target employees with shared professional traits (Rahman, 2023, p. 48-49). Only participants that meet the inclusion criteria were invited to participate. Although purposive sampling is primarily used in qualitative research, this study also employs this technique as it aims to examine one specific population. However, all potential biases are further reported. In quantitative research, purposive sampling enhances precision and validity because it enables researchers to concentrate on specific subgroups relevant to the hypotheses (Memon et. al. 2025, p. 4). In this study, purposive sampling has a subjective form, in which the selection of participants that will be part of the research is non-randomized. This sampling method, beyond its advantages, hides also sample biases and errors, as participants are selected through researcher's judgement. Subjective purposive sampling cannot represent a target population contributing to generalizability, because it focuses on the perceptions of one specific group. This means that the findings can only apply to the sample participants. Additionally, it is also important for this non-random method to use a valid data collection method. (Stratton, 2024, p. 122).

The survey was shared within professionals in the field of communications, public relations (PR), and marketing across different levels of seniority (executives, managers, senior-level professionals, and CEOs) that work at agencies or in-house. The study focuses on professionals in

Greece that have experience in crisis communication. Professionals working on marketing positions were also included, as many hold dual roles with responsibilities both in communications and marketing, which was evident from the title description. In addition, accepted were also participants with slightly different titles related to the desired fields as long as they met the inclusion criteria. All participants should meet the following inclusion criteria in order to participate in the survey:

1. Work in a communications-related role (e.g. PR, corporate communications, crisis communications).
2. Work in the Greek market.
3. Have at least a minimum experience in crisis communication professionally.

These criteria were explicitly stated in the consent form at the beginning of the survey to ensure alignment with the sampling frame.

Participants were reached through the LinkedIn platform based on their job description. The choice of LinkedIn as a platform to employ participants is justified by its relevance as a professional networking site where individuals who match specific inclusion criteria can be identified the risk of irrelevant or unqualified participants is minimized. Professionals who did not respond within one week to the first message were contacted again two or three times by a reminder message. The survey ran from Monday, April 6th to Monday, May 19th, extended from the original deadline (April 27th) due to the Easter holidays in Greece, which slowed response rates.

The minimum size of participants, based on the guidelines of the Erasmus University Rotterdam was 150. The survey link was sent directly via personal messages to around 270 professionals and was also shared through two LinkedIn posts, which reached 1.524 impressions in total. Additionally, respondents were encouraged to forward the survey to other eligible peers within their organization.

3.3 Description of operationalization of relevant constructs/concepts

Demographics:

To gain a better understanding of the background of the participants, several demographic questions were included in the survey. Respondents were asked to provide their age and indicate whether they currently work for a company based in Greece. Their professional experience was determined by their current job title or role, as well as the number of years they have worked in the field of crisis communication. Finally, to assess familiarity with AI, respondents were asked whether they actively use AI technologies in their work. The demographic questions were included in order to

ensure that the sample consisted of a relevant and targeted group of professionals and to provide insights about average age and level of seniority. However, the demographic data were not used as variables for testing the hypotheses, as they were not within the scope of the study's main research focus.

The research examines the following hypotheses:

H1: Positive attitudes towards AI (IV) positively influence work-related AI use (DV).

H2: Work-related AI use (IV) positively affects perceived employee creativity (DV).

H3: Work-related AI use mediates the relationship between positive attitudes toward AI (IV) and perceived employee creativity (DV).

In order to do so, the adopted variables are operationalized in the following way:

Variables

Attitudes towards AI

As previously discussed in the theoretical framework, attitudes are a critical factor in AI acceptance and use (Schepman & Rodway, 2020, p. 1). This study draws on the AI Device Use Acceptance (AIDUA) model (Gursoy et al., 2019, pp. 158-161), which offers a comprehensive understanding of AI acceptance by incorporating three appraisal stages. In addition, trust in AI has been identified as a significant positive predictor of AI adoption (Kong et al., 2023, p. 3). Combining the appraisal stages with Gkinko and Elbanna's (2023, pp. 2-3) rationale about cognitive trust (based on rational evaluations of functionality and reliability) and emotional trust (rooted in affective responses), the attitudes toward AI are built from a combination of emotional and cognitive interactions.

For measuring attitudes toward AI the scale from the study "General Attitudes towards Artificial Intelligence Scale (GAAIS)" by Schepman & Rodway, 2020 is employed. They used two different scales to measure positive and negative attitudes toward AI with twelve and eight items respectively. Both scales were reliable with Cronbach's $\alpha = 0.88$ and $\alpha = 0.83$ respectively. Items were also validated through Exploratory Factor Analysis (EFA) and Confirmatory Factor Analysis (CFA). Participants will respond to a 5-point Likert scale (1=strongly agree, 5=strongly disagree). Although this study primarily focuses on the positive attitudes toward AI and their relationship with AI use and employee creativity, the inclusion of the negative attitudes measurement was considered essential. The purpose behind this decision was to strengthen the robustness of the arguments that propose that positive attitudes toward AI lead to higher acceptance and show how negative attitudes may serve as a

barrier to AI adoption. For that reason, a multiple regression analysis explores the relationship between negative attitudes toward AI and work-related AI use.

As for the positive attitudes scale, the benefits of AI will be measured. As for the negative attitudes scale, AI-related concerns are captured. In Table 2 the items that are used to measure positive and negative attitudes are presented.

Work-related AI use

The expected adoption of AI tools in the organizational context are theoretically supported by Roger's (2003) Diffusion of Innovation (DOI) theory, which explains how innovations are adopted and integrated into social systems such as workplaces.

In this study AI use is measured using a validated scale developed in the study of Ma et al., 2024. The study categorizes AI use into work-related AI use and social-related AI use, but since the research focuses on work-related AI use, only one category will be used. Therefore, AI use will be served as a single factor. Based on the study, AI use is measured by four items and participants should respond to the statements using a 5-point Likert scale (1=strongly agree, 5= strongly disagree). The scale was found to be validated and reliable. The Cronbach's α value for the work-related AI use was 0.80 and confirms internal reliability. Table 2 presents the items that are used to measure the work-related AI use.

Perceived employee creativity

The Componential Theory of Creativity (Amabile, 2013, p.4), is used as the theoretical ground of this study to explain what is creativity in organizational contexts. Based on the theory, creativity is viewed as a dynamic process shaped by a combination of individual's domain expertise, creative thinking skills, intrinsic motivation, and the social environment. Particularly in organizational contexts, creativity is seen as a critical skill that enables innovation and effective communication, helping also in problem-solving, especially under challenging or uncertain conditions (Smaliukiene, 2024, p. 550). These theoretical insights guide the operationalization of creativity in this study. Employee creativity will be measured by using an established scale with three items from Jia et al. (2014), with the addition of one item by Ma et al., 2024. The Cronbach's α for creativity was above 0.75, ensuring internal reliability and the items were validated through confirmatory factor analysis (CFA), ensuring validity. Participants rated their perceived creativity using a 5-point Likert scale (1 = Strongly Disagree, 5 = Strongly Agree). Before rating these statements, they were informed that they have to answer these statements based on the use of AI. In Table 2 can be found the items used to measure creativity. Table 1 presents together all the measured variables used in this study.

Table 1 Variables of the research

Concept	Variable name	Measurement/Scale	Source	Validity
Examining positive attitudes of employees.	Positive attitudes	5-point Likert scale (1=strongly agree, 5=strongly disagree).	General Attitudes Towards Artificial Intelligence Scale (GAAIS) by Schepman & Rodway, 2020.	Pre-validated
Examining negative attitudes of employees.	Negative attitudes	5-point Likert scale (1=strongly agree, 5=strongly disagree).	General Attitudes Towards Artificial Intelligence Scale (GAAIS) by Schepman & Rodway, 2020.	Pre-validated
Examining work-related AI use.	work-related AI use	5-point Likert scale (1 = Strongly Disagree, 5 = Strongly Agree)	Work-related AI use scale by Ma et al., 2024.	Pre-validated
Examining perceived employee creativity.	employee creativity	5-point Likert scale (1 = Strongly Disagree, 5 = Strongly Agree)	Employee creativity scale by Jia et al. (2014)	Pre-validated

Table 2 Measurement items

Construct	Items
Positive Attitudes towards AI	<p data-bbox="758 280 1284 313">There are many beneficial applications of AI.</p> <p data-bbox="758 347 1173 380">I am impressed by what AI can do.</p> <p data-bbox="758 414 1284 504">AI can have positive impacts on peoples' wellbeing.</p> <p data-bbox="758 537 1141 571">Artificial intelligence is exciting.</p> <p data-bbox="758 604 1284 694">AI can provide new economic opportunities for my country.</p> <p data-bbox="758 728 1276 761">AI systems can perform better than humans.</p> <p data-bbox="758 795 1284 884">Much of society will benefit from a future full of AI.</p> <p data-bbox="758 918 1284 1008">I am interested in using AI systems in my daily life.</p> <p data-bbox="758 1041 1284 1131">For routine transactions, I would rather interact with an AI system.</p> <p data-bbox="758 1164 1284 1254">An AI intelligent agent would be better than an employee in many routine jobs.</p> <p data-bbox="758 1288 1220 1321">I would like to use AI in my own work.</p> <p data-bbox="758 1355 1236 1388">AI systems can help people feel happier.</p>
Negative Attitudes Towards AI	<p data-bbox="758 1433 1260 1467">I think Artificial Intelligence is dangerous.</p> <p data-bbox="758 1478 1284 1568">Organizations use Artificial Intelligence unethically.</p> <p data-bbox="758 1579 1181 1612">I find Artificial Intelligence sinister.</p> <p data-bbox="758 1624 1284 1713">Artificial Intelligence is used to spy on people.</p> <p data-bbox="758 1724 1284 1814">I shiver with discomfort when I think about future uses of Artificial Intelligence.</p> <p data-bbox="758 1825 1284 1915">Artificial Intelligence might take control of people.</p> <p data-bbox="758 1926 1284 2016">I think artificially intelligent systems make many errors.</p>

	People like me will suffer if Artificial Intelligence is used more and more.
Work-related AI use	<p>I use AI tools to obtain ideas and participate in work-related discussions.</p> <p>I use AI tools to acquire solutions for work problems.</p> <p>I use AI tools in my daily work to assist my work.</p> <p>I rely on AI tools to optimize work processes and enhance overall business efficiency.</p>
Employee creativity	<p>I seek new ideas and ways to solve problems.</p> <p>I try new ideas or methods first.</p> <p>I generate groundbreaking ideas related to the field.</p> <p>I generate new inventions and applications.</p>

3.4 Processing and analysis of data

The pre-processing phase includes the data cleaning by removing incomplete or invalid responses. The desired sample size was determined based on maximizing responses within the available professional network and timeframe. The survey was ended having 187 people participating in it. From those enter the survey, 7 people press “Do not consent”. Additionally, 10 respondents were excluded because they lack of experience in crisis communication, 5 people had irrelevant job titles, and 10 were excluded because they do not work in the Greek market. After cleaning the data 155 people met the inclusion criteria. No significant deviations were observed based on professional role and experience in crisis communication, which were the key inclusion factors. The diversity in organizations and levels of seniority was selected to give us a meaningful analysis.

In the survey, participants were asked whether they actively use AI in their work environment. While 22 participants indicated that they did not, they were not excluded from the study. Instead, this initial question was used primarily for descriptive demographic purposes. The key measure of AI use in this study is a validated behavioral scale assessing the frequency and type of AI-related activities. This approach conceptualizes AI interaction as a more complex process, rather than presenting it just as a yes/no measure. Even participants who reported not actively using AI may still score at the lower

end of the scale, thereby contributing to the overall distribution of AI use. Including all participants ensures that the analysis captures the full spectrum of AI interaction from the minimum one to the high one and allows for a more inclusive examination of how differing levels of AI use relate to attitudes and perceived creativity. This approach enhances statistical power and avoids unnecessarily reducing sample size, while still allowing meaningful interpretation of low or zero-use responses within the AI use measurement.

The demographics were summarized with descriptive statistics. The adopted scales were checked again through factor analysis and results are presented in following chapter. A Kaiser Meyer Olkin (KMO) test and Bartlett's Test of Sphericity will tested the adequacy of the sample and a reliability test will be conducted to evaluate the internal consistency of scales through Cronbach's Alpha ($\alpha > 0.70$). First was checked the relationships between attitudes towards AI and AI use, AI use and perceived creativity with regression analysis. A regression analysis between Negative Attitudes toward AI and work-related AI use was also done to explore the relationship. Mediation analysis, using PROCESS macro in SPSS (Hayes, 2022) was performed to explore if the direct effect is not significant and the indirect effect is significant. Demographic statistics, factor analysis, reliability test, regression analysis, and mediation analysis are all presented extensively in the following "Results" chapter.

Regarding the ethical considerations, every participant got written information about the purpose of the survey and they accepted a consent form to use their data at the beginning of the survey. The survey was anonymous to protect participants' identities. Data were stored on a password-protected system and were deleted after the analysis was completed. The study complied with the General Data Protection Regulation (GDPR) and other relevant data protection laws.

4. Results

This chapter outlines the results of the statistical analyses performed in SPSS. To explore the data and evaluate the proposed hypotheses, the following methods were applied: descriptive statistics, factor analysis, reliability analysis, multiple regression, and mediation analysis.

4.1 Descriptive demographic statistics

The survey was ended having 155 participants after data cleaning. All the participants gave their consent to participate in the survey and accepting the inclusion criteria. The observed age range was from 21 to 61 years ($M=40$, $SD= 10.53$). All participants are professionals currently working in the Greek market. Regarding job titles, 23% reported holding the position of Head of Communications or Public Relations, while 15% identified as Senior Communications Managers. Additionally, 10% were Communications Consultants, 9% PR Account Managers, and 7% PR Account Executives. Notably, 27% selected “Other,” which included a variety of titles such as “CEO” of public relations agencies, “Corporate Communications Officer”, and “PR Account Director”.

The data reveal that the sample consisted largely of mid-to-senior level professionals, with a significant number of participants occupying leadership or managerial roles, indicating a relatively high level of seniority and industry experience among respondents. This observation is further supported by the findings on participants’ experience in crisis communication. A majority of respondents (57%) reported having over seven years of experience in the field. This was followed by 26% with 1 to 3 years of experience and 15% with 4-6 years. Only 5% of participants indicated having less than one year of experience. These results further confirm the seniority of the sample, with most professionals demonstrating substantial expertise in managing communication crises. Lastly, when asked whether they actively use AI in their work, the majority of participants (88%) responded positively, while the remaining 12% reported not using AI. This finding does not affect the study directly, as the measurement of AI use is assessed separately through a more specific measurement scale.

Table 3 Descriptive Statistics

Sample	155
Job Titles	

Crisis Communication Executive	2 (1.3%)
Crisis Communication Manager	3 (1.9%)
Senior Crisis Communication Manager	1 (0.6%)
Junior PR Manager	3 (1.9%)
PR Account Executive	12 (7.7%)
PR Account Manager	14 (9%)
PR consultant	1 (0.6%)
Junior Communications Manager	2 (1.3%)
Communications Consultant	15 (9.7%)
Senior Communications Manager	23 (14.8%)
Reputation Consultant	1 (0.6%)
Head of Communications/Public Relations	36 (23.2%)
Other	42 (27.1%)
Years of experience in crisis communication	
Less than a year	8 (5.2%)
1-3 years	35 (22.6%)
4-6 years	23 (14.8%)
7+ years	89 (57.4%)

4.2 Factor and Reliability analysis

In order to statistically confirm that the measurements that this study uses are valid and reliable, factor and reliability analyses were employed and the results are presented separately for each variable.

4.2.1 Factor Analysis and reliability analysis of positive attitudes towards AI

A Principal Component Analysis (PCA) was conducted using direct oblimin rotation based on eigenvalues (> 1.00) in order to explore the positive attitudes toward AI. The Kaiser-Meyer-Olkin value of .83 verified the sampling adequacy for the analysis, as this exceeds the acceptable minimum value of .60 (Kaiser, 1970). Bartlett's Test of Sphericity was significant, $\chi^2(66) = 684.05, p < .001$, thereby indicating that the correlations between items were sufficiently large for a PCA (Bartlett, 1954). The resultant model consisted of three factors, which together explained 63% of the variance in positive attitudes towards AI. The first factor included seven items about positive attitudes based on efficiency, which explained 38% of the variance. Three items about societal benefits loaded onto the second factor, which explained 15% of the variance. The third factor included two items about the contribution of AI in routine tasks, which explained variance of 10%. Based on those findings, a reliability analysis was conducted separately for each factor. The Cronbach's Alpha of the first factor, which includes seven items was .86 and could not be improved by removing any items. This indicates that the measurement was reliable. The score of the scale was derived from the average score of the seven items with a mean score of 27.6 and a standard deviation of 4.9. Regarding the second factor, which included three items, the Cronbach's $\alpha = .59$, demonstrates poor internal consistency and could not be improved by removing any item. The score of the scale was derived from the average score of the three items with a mean score of 8.6 and a standard deviation of 2.1. Given this, and the limited conceptual coherence of the items, this component was excluded from further analysis. Finally the third factor, which includes two items, had a Cronbach's $\alpha = .74$ and could not be improved by removing any item. Again, the score of the scale was derived from the average score of the three items with a mean score of 5.8 and a standard deviation of 2.0. The factor loadings and the Cronbach's alphas of each factor are presented in Table 4.

Based on the factor analysis conducted on the positive attitudes toward AI scale, it became evident that this construct is multidimensional. The Principal Component Analysis (PCA) with direct oblimin rotation presents two distinct factors:

“Positive attitudes toward AI related to efficiency”

“AI's contribution to routine tasks”

Drawing from the theory it can be proposed that the two validated sub dimensions: positive attitudes toward AI related to efficiency and AI's contribution to routine tasks, can be understood as part of the secondary appraisal stage that the AIDUA model (Gursoy et al., 2019, pp. 158-161)

proposes. In this stage people evaluate the performance of the AI system, its practical utility and ease of use. These perceptions likely feed into emotional responses that influence AI acceptance (Gursoy et al., 2019, pp. 158-161).

Notably, the excluded factor that included items related to general optimism toward AI showed poor internal reliability and limited conceptual coherence. This suggests that broader optimistic opinions may not be as directly influential or consistently perceived when it comes to individual decisions about work-related AI use, for this specific sample of employees.

Given the dual structure, the original hypothesis (H1) was revised to explore the separate influence of each sub-dimension on work-related AI use. Thus, the following sub-hypotheses were formulated:

H1a: Positive attitudes toward AI related to efficiency positively influence work-related AI use.

H1b: Positive attitudes toward AI’s contribution to routine tasks positively influence work-related AI use.

To test these hypotheses, factor scores for each of the two subscales were calculated and used as independent variables in a multiple linear regression analysis, with work-related AI use as the dependent variable (see 4.3.1). This approach allows for identifying the unique contribution of each dimension of positive attitudes toward AI in predicting the extent of work-related AI use.

Table 4 Factor loadings and Cronbach’s α of Positive Attitudes toward AI

Item	Positive attitudes toward AI related to efficiency	Positive attitudes toward the societal and economic benefits	Positive attitudes toward AI’s contribution to routine tasks
There are many beneficial applications of AI.	.829		
I am impressed by what AI can do.	.826		
Artificial intelligence is exciting.	.808		
I would like to use AI in my own work.	.718		

AI can have positive impacts on peoples' well-being.	.643		
I am interested in using AI systems in my daily life.	.633		
AI can provide new economic opportunities for my country.	.509	.466	
AI systems can help people feel happier.		.839	
AI systems can perform better than humans.		.605	
Much of society will benefit from a future full of AI.	.355	.495	
An AI intelligent agent would be better than an employee in many routine jobs.			.881
For routine transactions, I would rather interact with an AI system.			.863
<hr/>			
R^2	38%	15%	10%
Eigenvalue	4.56	1.80	1.19

Cronbach's α .86 .59 .74

4.2.2 Factor Analysis and reliability analysis of negative attitudes towards AI

A Principal Component Analysis (PCA) was conducted using direct oblimin rotation based on eigenvalues (> 1.00) in order to validate the scale that measures negative attitudes towards AI. The Kaiser-Meyer-Olkin value of .87 verified the sampling adequacy for the analysis, as this exceeds the acceptable minimum value of .60 (Kaiser, 1970). Bartlett's Test of Sphericity was significant, $\chi^2 (28) = 423.54, p < .001$, thereby indicating that the correlations between items were sufficiently large for a PCA (Bartlett, 1954). The resultant model explained 48.5% of the variance. After this, a reliability analysis was conducted. The Cronbach's Alpha of this scale was .84 and could not be improved by removing any items. This indicates that the measurement was reliable. The score of the scale was derived from the average score of the eight items with a mean score of 22.6 and a standard deviation of 5.5. The factor loadings and the Cronbach's alphas of each factor are presented in Table 5.

Table 5 Factor loadings and Cronbach's α of Negative Attitudes toward AI

Item	Negative attitudes towards AI
I shiver with discomfort when I think about future uses of Artificial Intelligence.	.857
I think Artificial Intelligence is dangerous.	.741
Artificial Intelligence might take control of people.	.736
I find Artificial Intelligence sinister.	.726
People like me will suffer if Artificial Intelligence is used more and more.	.721
Artificial Intelligence is used to spy on people.	.706

Organizations use Artificial Intelligence unethically.

.608

I think artificially intelligent systems make many errors.

<i>R</i> ²	49%
Eigenvalue	3.88
<i>Cronbach's α</i>	.84

4.2.3 Factor analysis and reliability analysis of work-related AI use

The 4 items that were Likert-scale based were tested with a confirmatory factor analysis using Principal Component's extraction with Direct Oblimin. The KMO had a value of .80, Bartlett's Test of Sphericity was significant $\chi^2(6) = 249.22, p < .001$. The resultant model explained 67.6% of the variance in AI use. Factor loadings of individual items onto the factor found are presented in Table 6. Additionally, a reliability analysis was conducted. The Cronbach's Alpha of this scale was .84 and could not be improved by removing any items. This indicates that the measurement was reliable. The score of the scale was derived from the average score of the four items with a mean score of 19.1 and a standard deviation of 4.6.

Table 6 Factor loadings and Cronbach's α of work-related AI use

Item	work-related AI use
I use AI tools to acquire solutions for work problems.	.879
I use AI tools in my daily work to assist my work.	.853
I use AI tools to obtain ideas and	.811

participate in work-related discussions.

I rely on AI tools to optimize work processes and enhance overall business efficiency. .739

<i>R</i> ²	68%
Eigenvalue	2.70
<i>Cronbach's α</i>	.84

4.2.4 Factor analysis and reliability analysis of employee creativity

Employee creativity uses 4 items measured in a five-point Likert scale. The items were tested with a confirmatory factor analysis using Principal Component's extraction with Direct Oblimin. The KMO had a value of .74, Bartlett's Test of Sphericity was significant $\chi^2(6) = 304.76, p < .001$. The resultant model explained 70% of the total variance. Factor loadings of individual items onto the factor found are presented in Table 5. Also, a reliability analysis was conducted. The Cronbach's Alpha of this scale was .85 and could not be improved by removing any items. This indicates that the measurement was reliable. The score of the scale was derived from the average score of the four items with a mean score of 18.9 and a standard deviation of 4.35.

Table 7 Factor loadings and Cronbach's α of employee creativity

Item	employee creativity
I generate groundbreaking ideas related to my field.	.897
I try new ideas or methods first.	.845
I seek new ideas and ways to solve problems.	.812
I generate new inventions and applications related to my job.	.789

<i>R</i> ²	70%
-----------------------	-----

Eigenvalue	2.80
Cronbach's α	.85

4.3 Multiple Regression Analysis

After testing all variables and with the underlying dimensions of attitudes toward AI established, the next step was to test how each of these dimensions influenced actual work-related AI use and then how the AI use influence creativity, through a series of regression models.

4.3.1 Positive Attitudes toward AI and work-related AI use

A multiple linear regression was conducted with work-related AI use as the dependent variable. Predictors were only the two subcategories of positive attitudes towards AI: “positive attitudes toward AI related to efficiency” and “positive attitudes toward AI’s contribution to routine tasks”, as the third factor was excluded. The model was found to be significant, $F(2, 152) = 30.44, p < .001, R^2 = .29$. Positive attitudes toward AI related to efficiency was found to be a significant positive predictor for work-related AI use ($\beta = .51, p < .001$). However, Positive attitudes toward AI’s contribution to routine tasks was not significant ($\beta = .07, p = .31$). These findings can lead to the acceptance of the first hypothesis (H1a) that the positive attitudes towards AI related to efficiency are a predictor of AI use. However, the second hypothesis (H1b) was rejected. Connecting back to the theory, these findings suggest that AI’s potential benefits are strongly associated with efficiency enhancement rather than the automation of routine tasks. This supports partly the AIDUA model (Gursoy et al., 2019, pp. 158-161) which suggests that employees are more inclined to adopt AI when it clearly contributes to improved performance or productivity. Furthermore, looking on the Diffusion of Innovation theory (Rogers et al., 2014, pp. 41-43) and the concept of relative advantage, helps on explaining why the attitudes that evaluate a technology based on its efficiency, are better predictors of its use. In the other hand, the lack of significance for positive attitudes toward AI related to routine tasks, can reflect Galloway & Swiatek (2020), p. 735 argument, that AI use goes beyond the automation of routine tasks and people care more about AI’s performance.

4.3.2 Negative Attitudes toward AI and work-related AI use – Additional analysis

To check also the relationship between negative attitudes toward AI and work-related AI use, a multiple linear regression analysis was conducted with AI use as the dependent variable. The model was found to be significant, $F(1, 153) = 4.15, p = .043, R^2 = .03$. Negative attitudes toward AI were found to be a significant negative predictor of work-related AI use ($\beta = -.16, p = .043$). This aligns

with existing theory, which suggests that negative attitudes toward AI are associated with negative feelings such as AI anxiety and feelings of replacement and loss of control (Kim, et al., 2025, p.3). Therefore, negative attitudes will diminish employees' willingness to engage with AI in the workplace.

4.3.3 Work-related AI use and employee creativity

A multiple linear regression was conducted also to test the relationship between employee creativity as the dependent variable and work-related AI use as the independent one. The model was found to be significant, $F(1, 153) = 26.6, p < .001, R^2 = .28$. Work-related AI use was found to be a significant positive predictor for employee creativity ($\beta = .52, p < .001$). Therefore the second hypothesis was supported. This result aligns with the study's theoretical perspectives that conceptualize AI not as a replacement for human creativity, but as an augmentative tool that enhances employees' creative potential (Jia et al., 2023, p. 5-10, 22).

4.4 Mediation Analysis

From a simple mediation analysis using ordinary least squares path analysis (performed by the PROCESS SPSS macro, Hayers, 2022), support was found for the hypothesis that work-related AI use significantly mediated the relationship between positive attitudes toward AI related to efficiency and employee creativity. However, the effect is not only indirect as was predicted in the theory, but also direct, which means that positive attitudes toward AI regarding efficiency has a direct effect on employee creativity. This could be explained, by the possibility that there are additional efficient uses of AI that could directly contribute to employee creativity, such as a more innovative oriented mindset. Further possible explanation will be given in the discussion. As can be seen in Figure 2 and Table 9, positive attitudes toward AI related to efficiency, was positively associated with AI use ($a = 0.872$) and AI use was positively associated with employee creativity ($b = 0.392$). A bootstrap confidence interval for the indirect effect ($ab = 0.342$), based on 5,000 bootstrap resamples was entirely above zero (0.171 to 0.549) suggesting that work-related AI use mediates the association between positive attitudes toward AI regarding efficiency and employee creativity (Applied Statistical Analysis, 2024). The hypothesis (H3) is accepted.

Table 9 Results of Mediation Analysis

	M (Work-related AI use)				Y (Employee creativity)			
	B	SE	p	β	B	SE	p	β
Antecedent								

X (Positive attitudes towards AI regarding efficiency)	<i>a</i>	.872	.113	.000	.530	<i>c'</i>	.328	.124	.009	.211
M (Work-related AI use)	-	-	-			<i>b</i>	.392	.075	.000	.412
							$R^2 = .281$			$R^2 = .307$
							$F(1, 153) = 59.868,$			$F(2, 152) = 33.743,$
							$p < .001$			$p < .001$

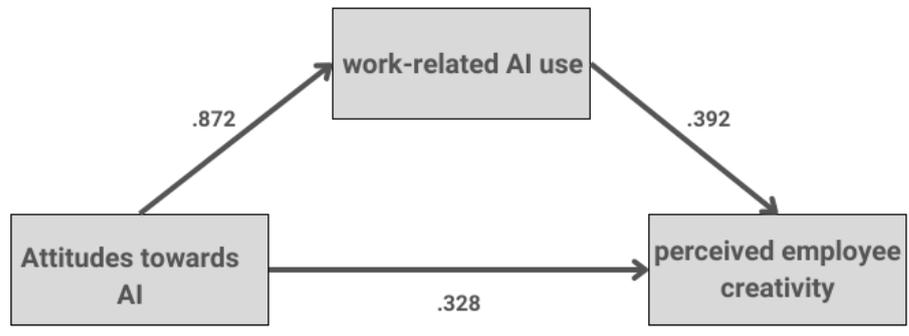


Figure 2

5. Discussion

This study provides both novel and valuable insights into how individuals simultaneously embrace and resist AI technologies, how their positive attitudes toward these technologies lead to the use of AI in the work environment, and in turn, how AI use contributes to creative outcomes. In this chapter, the research questions will be answered and each of the proposed hypotheses is revisited and evaluated based on the empirical findings. The discussion then turns to the theoretical implications, considering how these results contribute to existing literature on human-AI collaboration and the psychology of creativity. The limitations of the study are also addressed, and recommendations for future research are discussed.

5.1 Key Results and Interpretation

A key finding is that the majority of participants (88%) reported actively using AI in their work, suggesting that AI has become a normalized and integrated part of communication practices in the Greek market of communications and marketing. Notably, the sample consisted mainly of experienced professionals, with an average age of 40 years old and over half (57%) reported more than seven years of experience in crisis communication. This high representation of senior-level roles, such as “Head of Communications” and “Senior Communications Manager”, emphasizes the relevance of these insights because these individuals are more likely to influence strategic decisions about AI implementation.

The results provided significant insights that will help answering the research and sub-question.

Regarding the overarching research question: “To what extent does work-related AI use influence perceived employee creativity”, work-related AI use was found to be a significant predictor for employee creativity, based on the perceptions of 155 people working in the communications industry in the Greek market. These findings lead to the support of the second hypothesis (H2) and are in line with emerging theoretical perspectives that do not conceptualize AI as a threat of human creativity but rather as a co-creator (Grilli & Pedota, 2023, p. 234) and an augmentative tool (Jia et al., 2024). The research findings align with the theoretical design that wants work-related AI use to positively influence the creative potential of the employees. The findings reinforce the idea that AI can play a valuable supportive role in the creative process, particularly in convergent thinking tasks, such as idea evaluation and idea refinement (Marrone et al., 2024, p. 8). AI systems can assist in generating novel ideas or critically assess ideas made up by individuals. However, they currently lack the ability for divergent thinking, which is essential for producing truly original and unconventional ideas (Marrone et al., 2024, p. 6). Furthermore, an interesting insight is related to expertise. Theory suggests that AI is skill-based, which means that professionals who are more experienced in a domain are more

likely to benefit from AI use and achieve more creative outcomes (Jia et al., 2024, p. 22). This viewpoint is supported in the present study, where a huge number of participants in the survey were professionals with an experience more than seven years in crisis communication, with most of them holding senior positions. Their domain expertise might led them to implement AI in their working environment and be capable of enhancing their creative outcomes. All in all, AI in its current use, does not replace the creative process among employees but rather enhances it and can be considered more as a collaborative partner rather than a substitute.

To answer the sub-question: “How does AI use mediate the connection between positive attitudes toward AI and perceived employee creativity?” it is important to analyze the first (H1a) and third hypotheses (H3). Factor analysis of positive attitudes toward AI revealed three distinct dimensions, which reduced to two after the reliability analysis: positive attitudes toward AI related to efficiency and positive attitudes related to routine tasks. These two validated sub-dimensions of positive attitudes could align with the Diffusion of Innovation theory (Rogers et al., 2014, pp. 41-43) that underlines the importance of relative advantage and compatibility in predicting the AI use. It also aligns with the secondary appraisal stage that the AIDUA model proposes (Gursoy et al., 2019, pp. 158-161), in which individuals assess the practical utility and the ease of use of AI technologies. However, only the dimension related to efficiency showed a significant positive relationship with work-related AI use. This supports the idea that employees are more likely to use AI tools when they perceive them as technologies that can enhance task performance. As the theory also proposes, trust plays a significant role in cultivating positive attitudes toward a technology and can lead to greater acceptance of this technology (Gkinko & Elbanna, 2023, pp. 2-3). Based on the results it is clear that people seem to trust AI for their efficiency-related tasks and this trust make them diffuse the AI innovation into their organizational workflows.

While prior research has supported the viewpoint that AI can handle more routine and repetitive tasks, freeing up time for employees to spend on higher problem-solving tasks (Jia et al., 2024, p. 5-10, 22), this assumption cannot be fully supported by the present study (H1b was rejected). Positive attitudes related to routine tasks were not found to be a significant predictor of actual AI use. This may reflect the ambiguity in how “routine tasks” are perceived by each person, which likely varies across roles and individuals, making it difficult to generalize this dimension of AI’s utility. It could also mean that people do not use AI for their routine transactions, but they prefer to get AI’s support for other work-related tasks. Galloway & Swiatek’s (2020), p. 735 argument that AI use goes beyond the automation of routine tasks can also align with this result. Further explanation on this matter will be given in the limitations’ section.

“Positive attitudes toward AI have both an indirect and direct effect on employee creativity.”

An outstanding and theoretically significant finding is that AI use partially mediates the relationship between efficiency-related attitudes toward AI and perceived employee creativity. This means that the relationship between positive attitudes toward AI and employee creativity occurs not only through AI usage (indirect effect), but also through a direct effect. This partial mediation can be explained by recognizing that employee creativity may be influenced also by other factors beyond the actual use of AI tools. These additional factors could include perceptions of innovation, such as competency in new technologies, a supportive organizational culture, or openness to technological change. Competency in technologies and specifically in AI has been linked to the involvement in tasks that require creativity (Korayim et al., 2025, p. 607). This competency can foster increased confidence in using AI by employees, which is further reinforced by positive attitudes toward AI. Moreover, drawing back on Amabile's Componential Theory of Creativity (Amabile, 2013, p.4), creativity emerges from a combination of domain-relevant skills, creative-thinking skills, and intrinsic task motivation, all of which are influenced by the social environment. A supportive organizational culture that values innovation and encourages AI adoption could enhance both motivation and creative capacity, regardless of the level of AI use itself. Therefore, while AI technologies may facilitate creativity by improving task efficiency, also other factors appear to contribute independently to creative outcomes. Additionally, individuals who are more open to new experiences tend to try different methods and approaches. This openness to new experiences makes people more imaginative and open-minded and therefore are considered as more creative (Samimi Dehkordi et al., 2025, p. 4). Technological innovations can be part of these experiences and employees who have a positive attitude toward AI may be more open-minded revealing also a higher creative potential. This finding provides a meaningful extension to the theoretical model that this study was based on and suggests that both direct and mediated effects should be considered when examining the relationship between attitudes and creative performance.

Although this study primarily focuses on the influence of positive attitudes toward AI, a regression analysis was also conducted to examine how the negative attitudes influence work-related AI use. This can be considered as an additional step to confirm the negative aspect of AI and the concepts that may explain the resistance to its acceptance. Additionally, it strengthens the viewpoint that positive attitudes can lead to the actual use of AI. The results aligned with the theoretical expectations, as they reveal a significant negative relationship between negative attitudes toward AI and work-related AI use. Drawing back to the concepts provided in the theory, "the threat of technologies" (Xu et al., 2023, p. 844) interpret with this finding as it suggests that individuals resist in adopting technologies that they perceive as a threat, particularly those that are capable of replacing tasks that previously relied on human judgment. Furthermore, the concept of AI anxiety (Kim, et al., 2025, p. 3) reinforces this relationship by highlighting concerns related to ethical implications, loss of

control and potential privacy issues. These perceived risks make professionals hesitant to adopt AI technologies and discourage their use in the professional context.

5.2 Theoretical Implications

After having answered the two research questions, it is important to reflect on how this study contributes to academic research. The findings seem to offer multiple theoretical implications. First of all, the results support the evolving view that AI use in the workplace enhances rather than replaces employee creativity, as people seem to use it as a collaborative partner to tasks that require creative thinking. This insight contributes to the literature that wants AI to support and enhance human creativity, without diminishing the human creative potential (Jia, et al., 2024, pp. 5-10, 22; Marrone et al. 2024). Second, the partial mediation effect of AI use in the relationship between efficiency-related positive attitudes and perceived employee creativity suggests that creativity is influenced not only by actual AI usage but also directly by positive attitudes toward AI. This finding adds significant insights to existing theoretical models by indicating that positive perceptions of AI can inspire creative engagement, even in the absence of actual AI usage and it opens alternative pathways to explain this relationship (Amabile, 2013, p.4, Samimi Dehkordi et al., 2025, p. 4, Korayim et al., 2025). To the knowledge of the author no other study has explored this mediation pathway between attitudes toward AI and employee creativity. Therefore, it is considered a valuable contribution to the academic literature, and future research can focus more on exploring this relationship and the possible factors that can influence it. Third, while the AIDUA model (Gursoy et al., 2019, pp. 158-161) was used to frame attitudes toward AI conceptually, the study reveals a misalignment between theory and measurement, particularly in capturing the primary appraisal stage. This suggests the need for future research to develop more comprehensive measurement tools that fully reflect the cognitive and emotional components proposed by the AIDUA model. Finally, in order to investigate how AI is integrated into organizational frameworks, this study tried to connect the Diffusion of Innovation theory (Rogers et al., 2014, pp. 41-43), a highly influential theory that explains how innovations diffuse in social environments and the AIDUA model (Gursoy et al., 2019, pp. 158-161), which explains the psychological process that leads humans to the acceptance of AI technologies. By connecting these two frameworks, the study offers a pathway of exploring the individual and organizational level of acceptance and how they work in combination. This study can be considered as a groundwork for further developing a theoretical model that could capture both individual and organizational acceptance of AI technologies.

5.3 Practical and managerial implications

The findings of this study have several practical and managerial implications not only for the specific industry and market, but also for organizations more broadly. These implications help

managers and those holding senior positions understand the potential of AI technologies in their working practices.

Focusing on the Greek communication and public relations market, the results reveal generally positive attitudes toward AI, particularly about tasks that demand efficiency and support professionals in performing their work more effectively. As previously noted, the majority of respondents hold senior positions with lot of responsibilities and a maximum of experience in crisis communication. This indicates that the insights gathered represent the perspectives of those likely to make or approve critical decisions during crises. Understanding how these professionals perceive AI's impact on creativity is highly valuable and can offer a good starting point for research also in other domains.

It is evident that AI is becoming increasingly embedded in peoples' professional lives, and many organizations have begun to adopt it as a strategic tool to enhance employee productivity in tasks that require creativity. Therefore, the results of this study offer meaningful insights into the broader labor market, despite the acknowledged limitations in terms of generalizability. While the sample size is limited to 155 respondents within a specific field, employees' attitudes offer a relevant sample to understand current trends in AI adoption and perceptions among communication professionals in Greece. Based on the results it is highly recommended that the decision-making professionals and the organization's leadership should focus on implementing AI technologies in the organizational culture and also provide employees not only with the appropriate AI tools but also by supporting AI literacy. This means that companies need to invest into trainings on how their employees should use AI assisting their workload and adopt AI strategies that can help the organization have a detailed plan of adoption and use. All these by considering always the ethical borders and the possible consequences. This can be achieved by employing specific policies regarding its use that also aligned with the national regulations and rules of each country.

Regarding employee perceptions related to creativity, the findings suggest that when AI is viewed as a collaborative partner that assists them in idea evaluation and refinement and enhances their creative outcomes, it is more likely that they will see it as a positive influence on their creative output. Based on that, it could be highly beneficial for organizations to cultivate a culture that positions AI as a creative partner rather than a replacement of human idea generation or as an enemy for their personal soft skills. Encouraging professionals to embrace AI as a collaborative tool in the creative process can help them unlock new forms of innovation and problem-solving, especially in the crisis communication sector, where human judgment and strategic thinking remain irreplaceable. In this specific context of interest, this could be done by providing specific AI technologies and tools that help in crisis prediction and management and help with integrating them in their daily practices.

Overall, the study underlines the importance of strategic AI adoption that will enhance and not replace human creativity, specifically in demanding environments like crisis communication.

5.4 Limitations and recommendations for future research

This study presents several limitations that cannot be overlooked. The study was conducted using purposive sampling with a total of 155 participants working in the Greek market of communications and public relations and participants were required to hold experience in crisis communication. Therefore, the results cannot be generalized beyond this specific context. The research is using non-probability sampling and only analyzes data that were given from one specific group of people that are working in one geographic location. This limits the external validity of the findings and reduces their applicability in broader settings. Moreover, all data were gathered through self-reported questionnaires, which may introduce bias. Participants may have over or under-reported their AI usage or their attitudes based on how they would like to be perceived and not based on how they really are. Furthermore by focusing on one specific professional context it is clear that the sample is not fully representative of all professionals in Greece. However, the study offers valuable insight into a specific and influential segment of the market. These insights can serve as a basis for comparative research across different industries or countries to better understand global trends in AI adoption in communication practices and the influence of this use on employee creativity.

Additionally, the research design primarily emphasizes on positive attitudes toward AI and their influence on work-related AI use and creativity. While negative attitudes were also measured, validated and examined in relation to work-related AI use, they were not equally explored in relation to their effects on AI use and creativity. It is clear that the study offers a more optimistic perspective on AI adoption without emphasizing a lot on negative attitudes toward AI and concepts such as the “threat of technologies”, the “AI anxiety” or the phenomenon of “Creative Displacement Anxiety” (CDA) (Caporuso, 2023, p. 4) that cultivate feelings of fear that AI will replace humans and their creative potential. Further research could explore thoroughly negative attitudes, how these attitudes are built and analyze their effects on AI use and creativity in the work environment.

Furthermore, the study addresses AI use as a more general concept, without distinguishing between different types of AI technologies, such as generative AI or analytical AI. Participants may translate the use of AI in their own way of thinking. This lack of distinction may affect the precision of the findings because perceptions and attitudes may vary depending on the type and functionality of the technology.

Moreover, the lack of comparison between different levels of expertise can be considered as an important limitation. As has been already mentioned, more than half of the participants in the survey have the maximum experience in crisis communication (7+ years) and hold senior level

positions. Although this fact is already addressed as an influential factor for positive attitudes, it is not statistically confirmed. Therefore, it would be very interesting to examine also the variable of experience and seniority and explore how people that hold different levels of expertise perceive AI use.

In addition, the fact that the primary appraisal stage of the AIDUA model (Gursoy et al., 2019, pp. 158-161) was not directly measured, highlights the potential gap in a model that fully captures the attitudes toward AI. It is important to underline that, while the measurement scale of positive attitudes toward AI was not originally based on the AIDUA model (Gursoy et al., 2019, pp.158-161), this model was used as a theoretical framework to conceptualize how attitudes toward AI can shape the AI adoption and use. Thus, it may not fully capture all the psychological and cognitive responses that led the respondents to their choice. In the future it would be beneficial to use or develop attitude measures that are explicitly aligned with each stage of AIDUA to more comprehensively evaluate its applicability in professional contexts.

Finally, the mediation model unexpectedly showed that there was both a direct and indirect effect. The theory did emphasize only on the presence of an indirect effect between positive attitudes toward AI and employee creativity and proposes that this relationship could only be significant by the presence of a mediator, in this case AI use. Although statistical mediation was observed, the model does not account for other possible mediators or variables that might influence positive attitudes or employee creativity. For instance, organizational culture, competence with technology or openness to new experiences may also play significant roles in forming attitudes and predicting creative outcomes. These relationships were not captured in this model and were only mentioned as assumptions in the discussion. Further research into exploring what other factors can affect the relationship between attitudes toward AI and creativity could offer interesting insights.

5.5 Conclusion

Overall, this study purposes to shed light on the emerging role of AI in the workplace, focusing on the perceptions and attitudes of professionals in the communication industry within the Greek market. It aimed to explore how AI is perceived not only as a tool for enhancing productivity in the work-related tasks but also as partner that supports tasks that require creativity, focusing on a demanding field of crisis communication. In these tasks fast and effective responses can help employees find solutions to multiple problems and communicate their messages effectively. The findings offer valuable insights into the current trends of AI adoption in a specific national context. Notably, the study identified distinct categories of positive attitudes toward AI, offering a path to understand how professionals perceive its role. Most importantly, the research reveals that the relationship between positive attitudes toward AI and employee creativity is not only indirect, as

existing theory suggests, but also direct. These key findings provide a critical foundation for further research into how AI is perceived and integrated in other emerging markets, particularly regarding its creative potential and contribution to communication practices.

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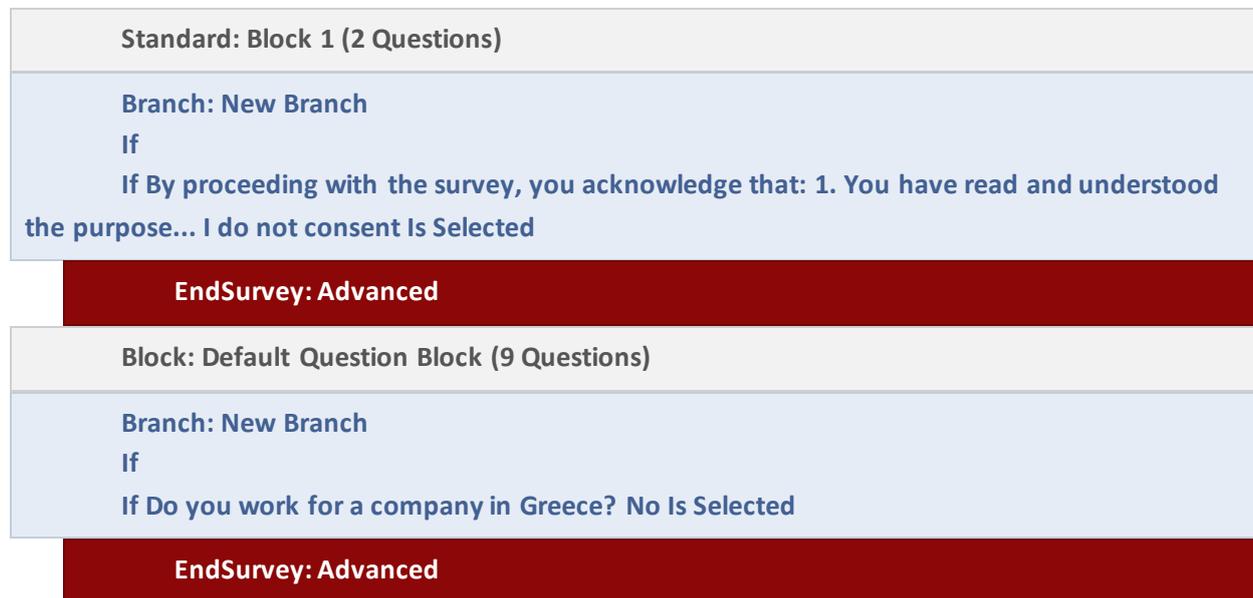
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Appendix A

Master Thesis Project: AI and creativity in the workplace

Survey Flow



Page

Break

Start of Block: Block 1

Survey information:

Dear participant, Thank you for taking the time to participate in this study. This survey is part of an academic research project that aims to explore attitudes toward Artificial Intelligence (AI) and its impact on work-related AI use and employee creativity, particularly in the field of crisis communication. Your responses will contribute to a better understanding of how professionals perceive and interact with AI in their workplace. Answering the survey will take you less than 3 minutes.

Participation and Confidentiality Your participation in this survey is completely voluntary. You may choose to withdraw at any time without any consequences. Your responses will remain completely anonymous and will be used solely for academic purposes. The data collected will be securely stored on password-protected systems and deleted after the analysis is complete. This study complies with the General Data Protection Regulation (GDPR) and all relevant data protection laws. If you have questions about this research, in advance or afterwards, you can contact the responsible researcher, Dimitra Dagne, 734386dd@eur.nl. This study has been approved by the Ethics Committee of Erasmus University, Rotterdam. If you want to invoke your rights or if you have a question concerning privacy about this study, you can contact Erasmus University's DPO (Data Protection Officer) at fg@eur.nl.

Consent form

By proceeding with the survey, you acknowledge that: 1. You have read and understood the purpose of this study. 2. You voluntarily agree to participate. 3. You understand that your responses will be used for academic research and will remain anonymous. 4. You are at least 18 years old and work in the field of communication or public relations and have experience with crisis communication management. 5. You work for a company in Greece.

I do not consent (1)

I consent (2)

End of Block: Block 1

Start of Block: Default Question Block



Q1. What is your age?

Q2. Do you work for a company in Greece?

Yes (1)

No (2)

Q3. What is your current job title?

- Junior Crisis Communication Manager (1)
 - Crisis Communication Executive (2)
 - Crisis Communication Manager (3)
 - Senior Crisis Communication Manager (4)
 - Junior PR Manager (5)
 - PR Account Executive (6)
 - PR Account Manager (7)
 - PR consultant (8)
 - Junior Communications Manager (9)
 - Communications Consultant (10)
 - Senior Communications Manager (11)
 - Reputation Manager (12)
 - Reputation Consultant (13)
 - Head of Communications/Public Relations (15)
 - Other (14) _____
-

Q4. How many years of experience do you have in crisis communication?

I have no experience (1)

Less than a year (2)

1 - 3 years (3)

4 - 6 years (4)

7 + years (5)

Q5. Do you actively use AI tools in your work?

Yes (1)

No (2)

Q6. Please indicate how much you agree or disagree with the following statements (1 = Strongly Disagree, 5 = Strongly Agree)

	Strongly disagree (1)	Somewhat disagree (2)	Neither agree nor disagree (3)	Somewhat agree (4)	Strongly agree (5)
There are many beneficial applications of AI. (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am impressed by what AI can do. (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
AI can have positive impacts on peoples' well-being. (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Artificial intelligence is exciting. (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
AI can provide new economic opportunities for my country. (5)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
AI systems can perform better than humans. (6)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Much of society will benefit from a future full of AI. (7)

C

I am interested in using AI systems in my daily life. (8)

C

For routine transactions, I would rather interact with an AI system. (9)

C

An AI intelligent agent would be better than an employee in many routine jobs. (10)

C

I would like to use AI in my own work. (11)

C

AI systems can help people feel happier. (12)

C

Q7. Please indicate how much you agree or disagree with the following statements (1 = Strongly Disagree, 5 = Strongly Agree)

	Stro ngly disagree (1)	Some what disagree (2)	Neit her agree nor disagree (3)	Some what agree (4)	Stro ngly agree (5)
I think Artificial Intelligence is dangerous. (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Organizations use Artificial Intelligence unethically. (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I find Artificial Intelligence sinister. (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Artificial Intelligence is used to spy on people. (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I shiver with discomfort when I think about future uses of Artificial Intelligence. (5)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Artificial Intelligence might take control of people. (6)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

I think
artificially
intelligent
systems make
many errors. (7)



People
like me will
suffer if Artificial
Intelligence is
used more and
more. (8)



Q8. Please indicate how much you agree or disagree with the following statements regarding the use of AI (1 = Strongly Disagree, 5= Strongly Agree).

	Strongly disagree (1)	Somewhat disagree (3)	Neither agree nor disagree (4)	Somewhat agree (5)	Strongly agree (7)
I use AI tools to obtain ideas and participate in work-related discussions. (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I use AI tools to acquire solutions for work problems. (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I use AI tools in my daily work to assist my work. (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

I
rely on AI
tools to
optimize
work
processes
and
enhance
overall
business
efficiency.
(4)

Q9. Please indicate how much you agree or disagree with the following statements regarding the use of AI (1 = Strongly Disagree, 5 = Strongly Agree).

	Strongly disagree (1)	Somewhat disagree (3)	Neither agree nor disagree (4)	Somewhat agree (5)	Strongly agree (7)
I seek new ideas and ways to solve problems. (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I try new ideas or methods first. (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I generate groundbreaking ideas related to my field. (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I generate new inventions and applications related to my job. (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

End of Block: Default Question Block

Appendix B

Student Information

Name: Dimitra Dagle

Student ID: 734386

Course Name: Master Thesis CM5000

Supervisor Name: Aviv Barnoy

Date: 26.06.2025

Declaration:

Acknowledgment of Generative AI Tools

I acknowledge that I am aware of the existence and functionality of generative artificial intelligence (AI) tools, which are capable of producing content such as text, images, and other creative works autonomously.

GenAI use would include, but not limited to:

- Generated content (e.g., ChatGPT, Quillbot) limited strictly to content that is not assessed (e.g., thesis title).
- Writing improvements, including grammar and spelling corrections (e.g., Grammarly)
- Language translation (e.g., DeepL), without generative AI alterations/improvements.
- Research task assistance (e.g., finding survey scales, qualitative coding verification, debugging code)
- Using GenAI as a search engine tool to find academic articles or books (e.g.,

I declare that I have used generative AI tools, specifically [Grammarly and ChatGPT], in the process of creating parts or components of my thesis. The purpose of using these tools was to aid in generating content or assisting with specific aspects of thesis work.

I declare that I have NOT used any generative AI tools and that the assignment concerned is my original work.

Signature: [digital signature]

Date of Signature: [Date of Submission]

Classification: Internal Extent of AI Usage

I confirm that while I utilized generative AI tools to aid in content creation, the majority of the intellectual effort, creative input, and decision-making involved in completing the thesis were undertaken by me. I have enclosed the prompts/logging of the GenAI tool use in an appendix.

Ethical and Academic Integrity

I understand the ethical implications and academic integrity concerns related to the use of AI tools in coursework. I assure that the AI-generated content was used responsibly, and any content derived from these tools has been

appropriately cited and attributed according to the guidelines provided by the instructor and the course. I have taken necessary steps to distinguish between my original work and the AI-generated contributions. Any direct quotations, paraphrased content, or other forms of AI-generated material have been properly referenced in accordance with academic conventions.

By signing this declaration, I affirm that this declaration is accurate and truthful. I take full responsibility for the integrity of my assignment and am prepared to discuss and explain the role of generative AI tools in my creative process if required by the instructor or the Examination Board. I further affirm that I have used generative AI tools in accordance with ethical standards and academic integrity expectations.

A handwritten signature in black ink, consisting of several overlapping loops and a long horizontal stroke extending to the right.

Classification: Internal Signature:

Date of Signature: 26.06.2025

Use of AI

In this master thesis I used Grammarly and ChatGPT as supportive tools. Grammarly was used to assist with basic language refinements and grammar checks. I didn't use it as a tool to write arguments on my behalf. All the content presented in this work are extracted from the referenced citation and my own synthesis. ChatGPT was utilized as a tool for searching information related to my work. Also, I used it as a tutor only for specific terms for the methodology.

Example prompts:

For language refinements: Is this word/term correct?

For information searching: "What does this theory suggests?"

For statistical terms: "Explain how mediation works"