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The Mediating Effect of Employee Autonomy on the relationship between Generative AI Adoption and Job Satisfaction in Malaysia

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ABSTRACT
Generative Artificial Intelligence (GenAI) is increasingly integrated into daily work processes. This study examines its effect on employee autonomy and job satisfaction among workers in Malaysia, investigating whether enhanced employee autonomy mediates the relationship between GenAI adoption and job satisfaction. A quantitative cross-sectional survey analyzed 420 valid responses using IBM SPSS Statistics. The analysis included descriptive statistics, Cronbach alpha reliability, exploratory factor analysis, Pearson correlation, multiple regression, and mediation analysis via PROCESS Model 4 with 5000 bootstrap samples. The findings reveal a positive correlation between Generative AI adoption and employee autonomy ($\beta = .444$, $p < .001$), which in turn is positively linked to job satisfaction ($\beta = .646$, $p < .001$). Furthermore, Generative AI adoption is also positively related to job satisfaction ($\beta = .490$, $p < .001$). In the mediation model, the indirect effect via employee autonomy was .2092, with a bootstrap 95% confidence interval ranging from .1472 to .2803. Employee autonomy partially mediated the effect, with approximately 48.4 percent of the total effect transmitted through it, as the interval did not include zero and the direct effect remained significant. The study indicates that organizations benefit more from Generative AI when employees maintain discretion and control in making professional judgments. It applies Self Determination Theory, the Job Characteristics Model, and Sociotechnical Systems Theory in the context of AI in the workplace.

Keywords: Generative artificial intelligence; employee autonomy; job satisfaction; self-determination theory; technology adoption theory; sociotechnical systems theory.

INTRODUCTION

Digital technology has transformed employee communication and work processes. Generative Artificial Intelligence (GenAI) marks an advancement by creating text, images, and code, enabling it to engage directly in cognitive tasks that were traditionally reliant on human judgment. Generative assistance enhances performance in knowledge-based tasks, as noted by Brynjolfsson et al., (2023), while Davenport and Mittal (2023) contend that the value of AI to organizations relies on its integration into work practices. GenAI affects autonomy by alleviating repetitive tasks, thus enhancing planning and problem-solving capabilities. However, it may also constrain discretion as employees adhere to system guidelines. Kellogg et al., (2020) argue that the impact of GenAI extends beyond productivity metrics, influencing workplace control dynamics. GenAI is rapidly integrating into workplaces, outpacing researchers' ability to evaluate its impact on employees. While organizations are drawn by potential improvements in speed, output, and efficiency, it remains unclear if employees experience enhanced capability, control, or satisfaction post-adoption. Although prior automation studies offer insights, GenAI's unique role in cognitive tasks like writing, analysis, and idea generation distinguishes it from past technologies.

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The literature discusses two divergent views on the impact of GenAI in the workplace. The augmentation perspective suggests that GenAI can alleviate routine tasks, enabling employees to engage in higher-value work, thereby enhancing discretion and capabilities (Davenport & Mittal, 2023; Brynjolfsson et al., 2023). Conversely, the control perspective posits that digital systems may standardize processes, increase monitoring, and lead employees to adhere to algorithmic recommendations, potentially overriding professional judgment (Ajunwa et al., 2016; Kellogg et al., 2020). The study advances research at the crossroads of information systems, organizational behavior, and workplace psychology. It employs Self Determination Theory and the Job Characteristics Model to explore how intelligent systems affect cognitive work, thereby extending concepts of autonomy within modern human-AI work environments (Deci & Ryan, 2000; Ryan & Deci, 2017; Hackman & Oldham, 1976). Findings suggest that managers should prioritize the implementation of GenAI over mere adoption. To enhance job satisfaction, employees must have meaningful decision rights when using AI. Human Resource teams can aid by training employees to assess outputs, spot errors, and determine when to use professional judgment over AI recommendations. The results underline the importance of internal AI governance by emphasizing the need for clear policies on approved uses, human oversight, and decision-making accountability. Additionally, integrating employee experience into digital transformation can enable organizations to effectively leverage GenAI while maintaining ownership and discretion.

LITERATURE REVIEW

Generative AI encompasses artificial intelligence systems that produce new content based on user inputs, including text, code, images, and audio. This capability contrasts with traditional predictive systems that primarily classify data. GenAI's role in writing, analysis, and idea generation makes it increasingly significant in knowledge work. Evidence indicates that GenAI enhances employee capability when it complements existing skills. Brynjolfsson et al., (2023) noted productivity improvements in customer service workers using generative assistance, while Jarrahi (2018) highlights the importance of human and AI collaboration in organizational decision-making. These insights suggest that GenAI can increase information accessibility and lessen cognitive task effort. Adoption of GenAI can lead to dependence among employees, who may begin to rely on generated content, improving efficiency but diminishing independent judgment. The impact depends on whether GenAI serves as an assistive tool or a prescriptive one. The study examines adoption through behavioral and work integration metrics to empirically explore these differences.

2.1 Generative AI Adoption and Employee Autonomy

GenAI adoption can enhance job satisfaction by providing employees with greater freedom in their work. As AI takes over routine cognitive tasks, employees can focus more on judgment, problem solving, and strategic decisions, leading to a heightened sense of using their abilities meaningfully. Evidence indicates that GenAI enhances employee capability by complementing existing skills. Productivity gains were observed among customer service workers utilizing generative assistance (Brynjolfsson et al., 2023), highlighting the importance of human-AI collaboration in decision-making (Jarrahi, 2018). These findings suggest that GenAI improves information access and reduces cognitive task effort. Employee autonomy is the freedom employees have to decide how to perform tasks and make decisions, emphasizing meaningful choice rather than a lack of rules. It is viewed as a basic psychological need in Self Determination Theory and a key motivating feature (Deci & Ryan, 2000; Ryan & Deci, 2017; Hackman & Oldham, 1976) in the Job Characteristics Model.
H1: Generative AI adoption is positively associated with employee autonomy.

2.2 Employee Autonomy and Job Satisfaction

Autonomy significantly influences positive employee attitudes as it allows individuals to choose their methods and make judgments, fostering a stronger sense of ownership over outcomes (Ali, 2025). In AI work environments, employees who can utilize, adjust, or disregard AI suggestions tend to maintain a sense of responsibility for their tasks, which is associated with higher job satisfaction (Dumitrache, 2026; Elden, 2026; Yusuph et al., 2026). GenAI adoption can enhance job satisfaction by increasing employees' freedom in their work. By delegating routine cognitive tasks to AI, employees can focus on judgment, problem solving, and strategic decision-making, thereby fostering a sense of meaningful use of their abilities. Autonomy is linked to

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positive work attitudes, enhancing responsibility and ownership. Hackman and Oldham (1976) attribute this to experienced responsibility for work outcomes, and recent studies reaffirm autonomy's role in job satisfaction (Mostafa & Jaafar, 2024).
H2: Employee autonomy is positively associated with job satisfaction.

Generative AI Adoption and Job Satisfaction
GenAI enhances the work experience by minimizing repetitive tasks, facilitating easier access to information, and accelerating task completion, potentially reducing frustration and increasing overall job satisfaction (De La Cruz, 2026; Zayed et al., 2026). Technology can induce stress, uncertainty, and dependence, prompting an empirical investigation of this relationship. It is anticipated that the relationship is positive, as technology serves as a vital assistive tool in knowledge work; however, the effect may weaken when autonomy is factored into the model. GenAI has the potential to enhance job satisfaction by minimizing repetitive tasks and simplifying complex ones. However, it may also lead to technostress and fears of job displacement. Trust and the balance between automation and augmentation are crucial in shaping employee responses (Glikson & Woolley, 2020; Raisch & Krakowski, 2020). The current measure evaluates overall job enjoyment, accomplishment, satisfaction, and opportunities for creative expression.
H3: Generative AI adoption is positively associated with job satisfaction.

Employee Autonomy mediates the relationship between Generative AI Adoption and Job Satisfaction
When a company introduces generative AI technology, the ultimate impact on employee job satisfaction is not automatic. Rather, it depends heavily on the extent to which the technology gives them the space to make their own decisions (autonomy). The use of artificial intelligence (AI) and automation in employment in Malaysia is not a threat of job loss, but rather an opportunity to increase worker productivity and skills (Hossain et al., 2026; Španková et al., 2026). Technologies like AI and automation are essential as they enhance work efficiency and service quality. Nonetheless, there are worries that these advancements could lead to job displacement for some workers. Nearly three million Malaysian workers will be impacted by AI, digital, and green transitions in the next three to five years, with approximately 685,000 facing high levels of effect without intervention.
H4: Employee Autonomy mediates the relationship between Generative AI Adoption and Job Satisfaction

Gaps and Analytical Framework

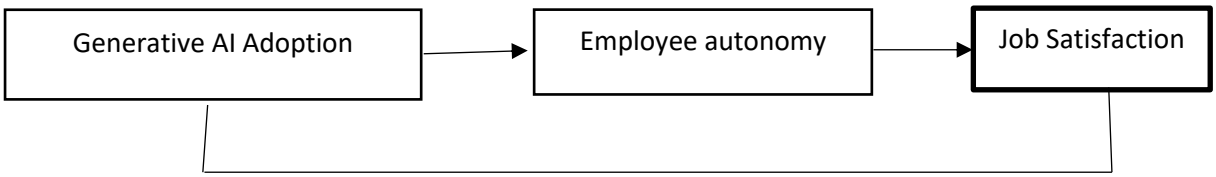


Fig. 1: Conceptualized on mediating role of autonomy in AI adoption

Figure 1 conceptualized the mediating role of autonomy in AI adoption in Malaysia. Based on the conceptual framework, several gaps and theories have been explored. Much of the research focuses on traditional automation and predictive algorithms rather than Generative AI (Raza et al., 2026). Since GenAI engages directly in cognitive and creative tasks, its impact on employee autonomy necessitates targeted empirical testing (Mohamud et al., 2026; Jaberzadeh Ansari, 2026; Zene et al., 2026). GenAI adoption's relationship with job satisfaction remains unclear, lacking a direct association to determine if AI enhances employee satisfaction by altering their sense of control (Bosek-Rak et al., 2026). Employee autonomy is suggested as a theoretically viable mechanism for further testing via mediation analysis. Knowledge workers are underrepresented in studies on algorithmic control compared to gig or closely monitored workers. Their work typically starts with more discretion, and GenAI might alter their autonomy by enhancing capabilities while simultaneously fostering reliance on generated suggestions. Evidence from Malaysia concerning the influence of organizational culture, management practices, and AI adoption on employee responses is limited (Faezah et al., 2026). This study explores these variables collectively and tests the indirect effect of autonomy using PROCESS Model 4 with bootstrap confidence intervals. Applied

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to GenAI, the theory indicates that increased productivity does not inherently enhance employee experience. GenAI can promote autonomy by offering valuable options while allowing employees to make decisions. However, it may hinder autonomy when recommendations become mandatory or hard to contest. Self-determination theory identifies three fundamental psychological needs that drive motivation: autonomy, competence, and relatedness. Autonomy is highlighted as the primary focus, emphasizing the importance of self-directed actions versus externally imposed ones (Deci & Ryan, 2000; Ryan & Deci, 2017). The theory supports the link between autonomy and job satisfaction, highlighting an indirect pathway from GenAI adoption to satisfaction through autonomy (Ahmed et al., 2026; De La Cruz, 2026). GenAI can enhance skill application and speed up feedback while potentially diminishing task identity due to its significant contribution to final outputs. Employee autonomy plays a crucial role, influencing how much control they retain over their work processes. The study of technology acceptance theory in relation to employee autonomy and job satisfaction focuses on how digital transformation affects employee psychology and performance in human resource management and information systems research (Zunaidah et al., 2026; Mohyi, 2026). This model suggests that job satisfaction is higher when AI integration allows for meaningful discretion, offering insights into how technology adoption can shape employee attitudes, regardless of the technology's success (Vasanthan et al., 2026; Venkatesh. 2026). Employees who embrace technology well will see their tasks become more efficient, which ultimately leads to higher job satisfaction (Venkatesh, 2026). Enhancing employee acceptance of technology can significantly boost job satisfaction. The end result depends on autonomy and the effectiveness of the digital system employed. On the other hand, sociotechnical systems theory also applied in this study because organizations are seen as integrations of technical and social systems that need to be collaboratively designed. The technical system encompasses tools and processes, whereas the social system involves people, roles, authority, and relationships. This perspective highlights that while organizations may prioritize model capability in GenAI, they often neglect the impact on decision rights and job roles. Yu et al. (2023) emphasize that AI adoption should be viewed as a sociotechnical change, as organizational outcomes are influenced by the integration of technology into work practices. GenAI adoption signifies a technical change, while employee autonomy is a key social work condition that leads to job satisfaction. Autonomy serves as a crucial link between technology and employee experience. In conclusion, this framework posits that GenAI transforms work processes, leading employees to assess their autonomy and control. This sense of autonomy is anticipated to impact job satisfaction, while GenAI may also influence satisfaction through factors like convenience, workload, or novelty, regardless of autonomy levels.

MATERIALS AND METHODS

The study employs a quantitative, deductive, and cross-sectional survey design, as this approach is appropriate for measuring variables with structured items and for subjecting hypotheses to statistical testing. The deductive method initiates with theoretical relationships and prior research, subsequently assessing if the gathered data substantiates these relationships. A cross-sectional design involves collecting data from respondents at a single point in time, instead of tracking the same employees over time. While useful for assessing current workplace experiences with GenAI, the results should be viewed as associations rather than evidence of temporal causation. The primary unit of analysis in Malaysia is the individual worker, with no specific industry highlighted. The research utilizes a cross-sectional time horizon, capturing participants' responses during data collection. This approach effectively addresses the objective of understanding current variable relationships, though longitudinal studies are recommended for assessing changes as GenAI matures. The research utilizes a cross-sectional time horizon, capturing participants' responses during data collection. This approach effectively addresses the objective of understanding current variable relationships, though longitudinal studies are recommended for assessing changes as GenAI matures. The sampling approach utilized both purposive and convenience sampling methods. Purposive selection ensured respondents were relevant to the research topic regarding knowledge work and exposure to GenAI, while convenience sampling facilitated the distribution of the online survey to accessible professional networks. Common sample size references such as Krejcie and Morgan (1970) and Cochran (1977) suggest that a sample size of approximately 384 is adequate for a 95% confidence level and a 5% margin of error in probability sampling. The statistical analysis utilized IBM SPSS Statistics, focusing on the validation of cases, examination of distributions, and generation of descriptive statistics for demographic variables, individual items, and composite scores. The mediation hypothesis was evaluated using Hayes PROCESS Macro Version 5.0,

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specifically Model 4, with a total of 5000 bootstrap samples. Data were collected through a self-administered online questionnaire using Google Forms, which was suitable for targeting workers in a digital workplace context. This format facilitated efficient distribution across professional networks and various locations in Malaysia. The questionnaire consists of two main sections: the first part gathers demographic data, while the second assesses three study constructs through 15 statements. All items in this section utilize a five-point Likert scale, ranging from 1 (Strongly Disagree) to 5 (Strongly Agree). The measurement items as below:

Table 1 Summary of Questionnaire Design and Measurement Item

Variables	Measurement items	Likert-Scale
Generative AI Adoption	GAA1: I frequently use Generative AI tools like ChatGPT and Gemini in my daily work tasks. GAA2: I rely heavily on Generative AI to generate core creative outputs for my job. GAA3: Using Generative AI is a crucial component of my workflow. GAA4: A significant portion of my workday involves interacting with Generative AI tools. GAA5: My productivity relies heavily on Generative AI tools.	5-point Likert
Employee Autonomy	EA1: I have the freedom to decide how to perform my work tasks. EA2: I have the authority to make decisions about my work's strategy and content. EA3: I feel free to override or ignore AI-generated suggestions. EA4: Feeling in control of AI tools is emphasized. EA5: I can determine my own methods and procedures for completing my work.	5-point Likert
Job Satisfaction	JS1: In general, I like my job. JS2: My job is enjoyable. JS3: I feel a sense of accomplishment in my job. JS4: I am content with my job role. JS5: I feel satisfied with the creative expression my job offers.	5-point Likert

RESULTS

A total of 420 valid questionnaires were analysed, with no missing cases for Gender, Age Group, Current Job Level, Industry, and Tenure. All composite variables also displayed 420 valid cases, with no missing values. The survey was shared through various professional and personal networks using purposive and convenience methods. Since the exact number of recipients was not tracked, a conventional response rate is not calculable, leading to the reporting of usable responses instead of an arbitrary percentage.

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Table 2 Respondent Profile

Demographic	Categories	Frequency	Percentage
Age group	Below 20 years old	12	**2.9**
	20 to 24 years old	12	**2.9**
	25 to 34 years old	184	**43.3**
	35 to 44 years old	114	**27.1**
	45 to 54 years old	81	**19.3**
	55 years old and above	19	**4.5**
Gender	Male	116	**27.6**
	Female	237	**56.4**
	Prefer not to say	67	**16.0**
Job level	Entry Level or Junior	191	**45.5**
Industry	Executive	27	**6.4**
	Mid-Level	119	**28.3**
	Senior or Other	83	**19.8**
	Education	97	**23.1**
	Finance or Consulting	56	**13.3**
	Healthcare or Legal	55	**13.1**
	IT or Software Development	37	**8.8**
	Marketing, Creative or Media	70	**16.7**
Industry	Other	105	**25.0**
Tenure	Less than 1 year	77	**18.3**
	1 to 3 years	124	**29.5**
	4 to 6 years	113	**26.9**
	7 to 10 years	79	**18.8**
	More than 10 years	**27**	**6.4**

Table 2 indicated that the gender profile revealed that female respondents comprised 56.4% of the sample, while male respondents made up 27.6%. Additionally, 16.0% chose not to disclose their gender. This uneven distribution indicates that the results may not serve as a representative estimate for all Malaysian workers. The largest age group among respondents was 25 to 34 years old, comprising 43.3 percent. Participants aged 35 to 44 years made up 27.1 percent, while those aged 45 to 54 years accounted for 19.3 percent. This demographic profile indicates that most participants are in the early to middle stages of their careers, a relevant point considering their likelihood of facing rapid changes in workplace technology. For current job level, Entry Level or Junior respondents formed the largest group at 45.5 percent. Mid-Level employees represented 28.3 percent, Senior or Other roles represented 19.8 percent and Executive roles represented 6.4 percent. The sample therefore contains a substantial number of employees who are likely to use tools directly in day-to-day task execution rather than only making policy decisions about technology. The respondents represented various industries, with the largest group being "Other" at 25.0%, followed by Education at 23.1% and Marketing, Creative or Media at 16.7%. Finance or Consulting and Healthcare or Legal were nearly equal at 13.3% and 13.1%, respectively, while IT or Software was also included. Development represented 8.8 percent, aligning with the study's aim to investigate GenAI in various knowledge work environments. Employee tenure varied, with 29.5 percent of respondents having 1 to 3 years, and 26.9 percent having 4 to 6 years. Notably, more than half held tenures between one and six years, while the sample also included those with less than one year and more seasoned employees, contributing to a diverse range of workplace experiences.

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Table 3 Reliability Results

Scale	Cronbach Alpha	Number of Items	Interpretation
Overall Scale	.901	15	**Excellent**
Generative AI Adoption	.864	5	**Good**
Employee Autonomy	.818	5	**Good**
Job Satisfaction	**.851**	**5**	**Good**

The 15-item scale achieved a Cronbach alpha of .901, indicating high reliability. Individual constructs also demonstrated good internal consistency: GenAI Adoption at .864, Employee Autonomy at .818, and Job Satisfaction at .851, all exceeding the .70 guideline for reliability. The item total correlations for the overall scale varied between .477 and .641, with no reliability issues noted for any items requiring deletion. All 15 items were deemed acceptable for final analysis.

Table 4 Correlation Matrix

Variable	Generative AI Adoption	Employee Autonomy	Job Satisfaction
Generative AI Adoption	1	0.444	0.490
Employee Autonomy	0.444	1	0.646
Job Satisfaction	0.490	0.646	1

All three Pearson correlations were positive and statistically significant ($p < .001$). GenAI Adoption correlated moderately with Employee Autonomy ($r = .444$) and Job Satisfaction ($r = .490$). The strongest bivariate relationship was between Employee Autonomy and Job Satisfaction ($r = .646$).

Table 5 Collinearity Assessment

Predictor in Combined Job Satisfaction Model	Tolerance	VIF
Generative AI Adoption	.803	1.246
Employee Autonomy	.803	1.246

The regression model showed VIF values of 1.246 and tolerance values of 0.803, indicating no multicollinearity issues. The relationship between GenAI Adoption and Employee Autonomy exists but is not strong enough to exclude either variable from the model.

Table 6 Path Coefficients and Mediation Results

Relationship	B	SE	Beta	t	p	95 Percent CI	Decision
H1: GenAI Adoption → Employee Autonomy	0.3860	0.0381	0.444	10.133	< 0.001	[0.3111, 0.4609]	Supported
H2: Employee Autonomy → Job Satisfaction	0.5419	0.0404	0.534	13.402	< 0.001	[0.4624, 0.6213]	Supported
H3: GenAI Adoption → Job Satisfaction	0.2227	0.0351	0.253	6.338	< 0.001	[0.1537, 0.2918]	Supported
H4: GenAI Adoption → Autonomy → Job Satisfaction	0.2092	0.0341	-	-		[0.1472, 0.2803]	Supported (Partial)

The regression analysis revealed that H1. GenAI Adoption strongly predicted Employee Autonomy, with a coefficient of 0.3860 and a standardized beta of 0.444. This model accounted for 19.7% of the variance in autonomy and showed a statistically significant relationship ($p < .001$), indicating that increased GenAI adoption correlates with greater perceived employee autonomy. Employee autonomy significantly predicts job satisfaction

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(H2), with an unstandardized coefficient of .5419 and a standardized beta of .534 ($p < .001$), indicating its unique contribution even when controlling for GenAI Adoption. The unstandardized indirect effect of Generative AI Adoption on Job Satisfaction through Employee Autonomy is 0.2092, with a standard error of 0.0341. The 95% bias-corrected bootstrap confidence interval [0.1472, 0.2803] excludes zero, indicating a statistically significant indirect effect. Employee Autonomy serves as a complementary partial mediator, with both direct ($c' = 0.2227$, $p < .001$) and indirect effects ($a \times b = 0.2092$, $p < .001$) statistically significant and positively aligned.

DISCUSSIONS

Table 7 Summary of Findings

Hypothesis	Statement	Key Evidence	Decision
H1	Employee autonomy is positively associated with job satisfaction	Total effect Beta .253; p below .001; R squared .240.	Supported
H2	GenAI Adoption is positively associated with employee autonomy.	Beta .444; p below .001; R squared .197.	Supported
H3	GenAI Adoption is positively associated with job satisfaction.	Beta .646 in bivariate regression and .534 in combined model; p below .001.	Supported
H4	Employee autonomy mediates the relationship between GenAI adoption and hob satisfaction	Indirect effect .2092; bootstrap CI .1472 to .2803; direct effect remains significant.	Supported, partial mediation

All four hypotheses were confirmed. GenAI Adoption positively influenced Employee Autonomy and Job Satisfaction. Employee Autonomy emerged as the strongest predictor of Job Satisfaction in the model. Significant indirect effects through autonomy were observed, alongside a notable direct effect, indicating partial mediation.
Employee Autonomy is positively correlated with job satisfaction (H1), showing a standardized beta of .253 in a simple model and .534 when accounting for GenAI Adoption, indicating a substantial effect even after controlling for technology. This finding aligns with Self Determination Theory, emphasizing autonomy as a fundamental psychological need, and the Job Characteristics Model, which associates autonomy with responsibility for work outcomes. Employees granted choice and judgment in their work are more likely to feel a sense of ownership over the results. The high effect size for autonomy (f squared = .4308) indicates that maintaining meaningful decision-making freedom is crucial for employee satisfaction in AI-enabled workplaces. The results indicated a positive correlation between GenAI adoption and employee autonomy (H2), with a standardized beta of .444 and a p-value below .001. GenAI Adoption accounted for 19.7% of the variance in autonomy, suggesting that respondents using GenAI extensively felt more control over their work processes. GenAI likely reduces time spent on routine cognitive tasks, allowing employees to focus on judgment, planning, and higher value work. This aligns with the augmentation view of AI and supports evidence that generative assistance enhances employee capability (Brynjolfsson et al., 2023; Callari & Puppione, 2025). GenAI adoption positively correlates with job satisfaction (H3), indicated by a standardized beta of .646 and an R squared of .240, suggesting employees with higher adoption rates report greater job satisfaction. This result is attributed to practical benefits including faster drafting, easier access to information, and reduced repetitive effort, which can improve work manageability and enable employees to focus on more valued tasks (Davenport & Mittal, 2022). H4, the main mediation hypothesis, received support, indicating a statistically significant indirect effect of .2092 through Employee Autonomy, as confirmed by PROCESS Model 4 with a bootstrap 95 percent confidence interval of .1472 to .2803, which does not include zero. The adoption of GenAI has a significant direct effect on job satisfaction, with autonomy partially mediating this relationship. Specifically, 48.4 percent of the total effect is attributed to perceived control, indicating its importance in the overall association.

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LIMITATIONS AND FUTURE RESEARCH

There are several limitations in this study:

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The study employs a quantitative cross-sectional design, collecting data via a structured online questionnaire with 420 valid responses for analysis. While the findings indicate statistical associations and predictive relationships, they do not establish long-term causation. Additionally, changes in employee satisfaction or autonomy may evolve gradually as familiarity with AI increases.

Non-probability purposive and convenience sampling was employed to gather respondents familiar with knowledge work and GenAI. This method facilitated the identification of appropriate participants but restricts the sample's representativeness of all Malaysian employees. Additionally, self-selection may bias results towards those more comfortable with technology.

The self-reported measures may be influenced by common method effects, individual interpretation, and social desirability. Factor analysis revealed four components instead of the expected three, with some items showing cross loadings. Although reliability was acceptable and the conceptual scales were kept for further analysis, the measurement structure needs confirmation in future research through confirmatory methods and an independent sample.

Future research has been discussed in this study:

Future research should employ longitudinal designs to assess the stability of positive relationships as the novelty of GenAI diminishes. Initial enjoyment of the tool's convenience may lead to dependency or altered management expectations over time. A repeated measurement design could effectively identify these shifts.

Probability sampling, or structured stratified sampling, would enhance generalizability in the study. Although the current research includes respondents from various industries, the sampling method fails to support claims of accurate representation of the Malaysian knowledge workforce. Future research should consider direct comparisons across industries or job levels.

The measurement model requires further investigation, as exploratory factor analysis identified four components instead of a simple three-component solution. Confirmatory Factor Analysis should be performed with a new sample to assess the fit of the theoretical three-construct model and determine if any items need revision.

Additional mediators and moderators such as technostress, AI trust, perceived competence, psychological ownership, workload, leadership style, organizational support, and fear of job replacement could be investigated to elucidate the direct relationship between GenAI adoption and job satisfaction.

Qualitative interviews can enhance survey findings by revealing the specific AI practices that influence employee feelings of empowerment or control. Thus, mixed methods research would offer a more comprehensive understanding of how GenAI impacts daily work experiences.

CONCLUSION

Organizations need to establish clear GenAI policies outlining approved tools, data handling protocols, and the necessity for human review and accountability in decision-making, ensuring professional judgment remains integral to routine tasks. Policies should differentiate between lower risk activities, like brainstorming, and higher consequence uses that impact employment, legal rights, health, and finance. The latter necessitates greater human oversight and clear accountability. Including employee feedback in policy reviews is crucial, as workers can highlight practical issues like redundant checks and unrealistic expectations. The study focuses on implementation implications rather than directly testing the effects of specific laws or policies. The findings suggest that while employees in AI workflows require some autonomy, it is crucial to balance this with organizational standards to ensure responsibility and professional judgment in their work**.**

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