Journal of Posthumanism
2025
Volume: 5, No: 6, pp. 2326–2339
ISSN: 2634-3576 (Print) | ISSN 2634-3584 (Online)
posthumanism.co.uk

DOI: https://doi.org/10.63332/joph.v5i6.2341

The Mediating Role of Resilience in the Relationship between Attitude towards Artificial Intelligence and Workplace Well-being

Shaimaa Ezzat Basha[1], Enass Khalil Alquqa[2], Hazem Aldabbas[3], Abdallah M Elamin[4]

Abstract

Artificial intelligence (AI) promotes more effective coping mechanisms by enhancing resilience, particularly in a professional setting and during emergencies. Improving resilience, in turn, boosts the positive effects of AI on overall well-being. The study uses a quantitative approach to examine how attitude towards AI impacts employees' well-being. We report the results from a survey on a sample 309 employees from different sectors in the UAE. Structural equation modeling was applied to test the hypothesized relationships. The findings suggest that attitude towards AI affects employees' well-being. While AI is swiftly adopted among professionals who have worked with such tools, some organizations find it challenging to implement due to their lack of familiarity. Resilience helped to understand how AI can be used to improve workplace well-being. The framework captures variables that allow it to accurately conclude that AI impacts workplace well-being. Future studies should examine this area and provide solutions to ensure automation benefits humans by affecting natural interactions.

Keywords: *Artificial Intelligence, Attitude towards Artificial Intelligence, Resilience, Workplace Well-being, Job Demands-Resources (JD-R), UAE.*

Introduction

In recent years, there have been significant advancements in artificial intelligence (AI) technologies. While some individuals welcome the integration of AI products into daily life and recognize their benefits, others remain doubtful and express concerns about their growing influence (Sindermann et al., 2024).

PERMA+4 builds on traditional well-being theories by including significant psychological and environmental factors to promote integrated well-being. The framework is an extension of Seligman's PERMA model of Positive Emotions, Engagement, Relationships, Meaning, and Accomplishment, with four additional dimensions: Physical Health, Mindset, Environment, and Economic Security. AI integration into well-being programs can improve every element of the PERMA+4 strategy, providing personalized interventions, data-driven recommendations, and scalable mental wellness solutions. Specifically, the PERMA model of personal flourishing and well-being (Seligman, 2011) was employed to assess employee workplace well-being, capturing their levels of positive emotion, engagement, relationships, sense of meaning, and achievement.

Current studies show that AI-driven mood management devices, such as emotion-detecting chatbots and adaptive therapy programs, support emotional balance. Cheng and Lan

[1] University of Fujairah, Fujairah, United Arab Emirates; Helwan University, Egypt, Email: s.basha@uof.ac.ae
[2] University of Fujairah, Fujairah, United Arab Emirates; Email: enasskhalil@uof.ac.ae
[3] University of Fujairah, Fujairah, United Arab Emirates, Email: Hazem.Aldabbas@outlook.com, (Corresponding Author).
[4] University of Fujairah, Fujairah, United Arab Emirates, Email: a.elamin@uof.ac.ae

(2024)identify the role played by AI in mental well-being, where AI-interacted interventions help enhances learning and therapy participation through adaptive learning platforms and gamified pupils with emotion regulation through CBT-based feedback processes. Similarly, van der Maden et al. (2023) argue that well-being systems designed by AI can minimize negative feelings by providing real-time mood assessment and intervention. Evidence also shows that AI therapy applications. Awan et al. (2023) demonstrate that AI-powered platforms, including intelligent tutoring systems, enhance productivity and participation by software engineering teams. Further, Mendes et al. (2022) employ the PERMA model for elderly tourists, demonstrating how gamification and AI-enabled interaction can improve engagement levels in leisure and work activities. The corroborative evidence shows how AI supports PERMA outcomes.

The existing literature shows that AI-aided life coaching and goal-setting programs provide individuals with a systematic means of finding purpose and fulfillment. For instance, AI-driven career counseling and web mentorship programs help users set realistic goals and track progress in the long run. Donaldson et al. (2021) emphasize the importance of AI-based interventions in facilitating the merger of work values with personal well-being, thereby building the meaning component of PERMA+4. Similarly, AI productivity tools utilize machine learning to maximize performance, motivation, and time management. Awan et al. (2023) observed that AI predictive analytics in workplaces maximize efficiency by detecting productivity patterns and providing customized workflow suggestions. The inference is that AI-created feedback systems motivate people to achieve realistic goals and sustain high motivation levels. However, the aim of this study is to examine the relationship between attitude towards AI and workplace well-being through the mediating role of resilience. Next, we discuss the literature review and hypotheses development. Based on the aim of this study, we formulate the main research question "What is the intervening role of resilience on the relationship between the attitude towards artificial intelligence and workplace well-being?

Theoretical Background and Hypotheses Development

This study aimed to investigate how an attitude toward artificial intelligence affects workplace well-being with the mediating role of resilience. Using the Job Demands–Resources (JD–R) model as a framework, it explored how attitudes of AI integration impacts employees' resilience and, in turn, impact their workplace well-being. According to the JD-R model, intense workloads and high-performance expectations—classified as job demands—can drain employees' personal resources and lead to negative emotional outcomes (Demerouti et al., 2001). Job demands are the physical, emotional, social, or organizational aspects of work that require sustained physical and psychological effort from employees (Bakker & Demerouti, 2007). In contrast, job resources encompass the physical, emotional, social, or organizational elements of a job that help employees achieve work goals, reduce the strain associated with job demands, and promote personal development and learning (Bakker & Demerouti, 2007; Demerouti et al., 2001). Employee well-being in the age of AI has become a critical focus for organizational research. As AI technologies are increasingly integrated into workplaces, employees' awareness and perceptions of AI – whether they view AI as a helpful tool or a job threat – can significantly influence their mental and emotional well-being. Recent studies have examined this topic using frameworks like the JD–R model, which views AI as a potential job demand (stressor) or job resource (support) (Arboh et al., 2025; Kim & Lee, 2024; Zheng & Zheng, 2024).

There is a strong academic consensus among scholars in the academic community that AI, has made significant progress in several sectors. In their extensive research, Lee et al. (2021) highlight the dimension that AI can conduct in enormous progress compared to conventional methods used to enhance workplace well-being. The incredible enhancement is achievable because of the distinctive ability of AI to examine such as big data sets in their entirety, enabling it to deduce meaningful and insightful conclusions about results that share significant relationships with mental health conditions (Lee et al., 2021). The evidence shows that artificial intelligence can also be extremely vital in the provision of personalized interventions that are specially designed to treat the specific and individualized needs of a person undergoing mental health care.

Graham et al. (2019) and Liu et al. (2022) present strong evidence showing how artificial intelligence can play an integral role in aiding early intervention methods to treat mental illness. However, even as this corpus of literature so convincingly demonstrates the beneficial applications of artificial intelligence in this field, it also identifies some crucial concerns that cannot be disregarded. Among these inevitable concerns are the potential for algorithmic bias, the requirement for robust data privacy protections, and the requirement for human involvement in implementing AI-supported mental health interventions.

Wang et al. (2023) contribute to this body of evidence in their complete meta-analysis, where they report significant evidence demonstrating that internet-based interventions powered by artificial intelligence have a moderate-to-strong effect in alleviating mental health symptoms. This key piece of research cements the fact that AI-powered interventions not only are potential possibilities but are also viable solutions for the provision of low-cost and scalable interventions for mental health care, especially for those individuals who have significant concerns and a lot to lose in terms of engaging with conventional methods of therapy.

Thakkar et al. (2024) further explore AI's contribution to positive mental health, asserting that AI-driven interventions can enhance self-efficacy, optimism, and personal growth, critical components of psychological well-being under the PERMA+4 modl. Despite the promising advancements, ethical concerns regarding AI in mental health remain contentious. Minerva and Giubilini (2023) critically examine whether AI should be regarded as a primary mode of mental health support or merely a supplementary tool. They argue that while AI enhances accessibility and affordability, it lacks the empathetic richness in human communication and queries its role in long-term mental health care.

Evidence also shows that AI plays a major role in the other four dimensions of PERMA+4. Artificial intelligence-powered fitness tracking, wearables, and telemedicine platforms facilitate health monitoring and preventive care. Also, AI-based cognitive training platforms boost mental resilience and flexibility. In like manner, Smart AI systems enhance office environments and urban planning for well-being (Donaldson et al., 2021). AI-powered financial well-being apps facilitate efficient spending, investments, and savings management to achieve long-term stability (Olawade et al., 2024 ; Zeulner et al., 2024). The evidence shows the vast applicability of AI in promoting PERMA+4 outcomes.

Cross et al.(2024) survey findings among mental health professionals and community participants indicate caution in the ability of AI to replace human therapists. The findings highlight how, while AI is increasingly being accepted across the globe as a method of mental

well-being, most experts are advocating for using it in conjunction with traditional therapy (Almaki et al., 2025; Zeulner et al., 2024). In light of the extensive body of literature and ongoing debate surrounding the relationship between artificial intelligence and workplace well-being, this study aims to test the following hypothesis:

H1: Attitude towards artificial intelligent positively impact workplace well-being.

Attitude towards Artificial Intelligence and Resilience

There is evidence that, beyond mere symptom relief, artificial intelligence has been effective in developing resilience and promoting general well-being. Villarreal-Zegarra et al. (2024) explain how NLP models assist in the facilitation of self-help depression and anxiety treatment. Their meta-analysis shows how AI enables personalized feedback and thus generates resilience and adaptive thought (Wang et al., 2023). Lau et al. (2022) address the effects of AI-supported psychotherapeutic interventions on psychological outcomes. The study employs meta-regression approaches, showing that AI-enhanced therapy improves emotional regulation and stress management, the most crucial components of psychological resilience (Villarreal-Zegarra et al., 2024). These findings reveal that AI not only cures mental illness but also promotes emotional flexibility and healthy, positive psychological traits.

The existing scholarship shows that the use of AI in building resilience is most applicable to crises like the COVID-19 pandemic. Beckstein et al. (2022) underscore that AI-assisted mental health intervention helps people acquire coping skills during extreme uncertainty. Their narrative overview highlights that resilience training interventions through AI provided instant emotional support and coping behaviors against psychological distress. The current literature shows that AI transforms the psychological resilience ecosystem through predictive analytics, personalized mental health services, and workplace flexibility skills training. From AI-powered self-help chatbots that can offer support to those in need to sophisticated AI-based case management systems that target vulnerable groups in need of special care, the literature dramatically identifies and brings into the spotlight AI's remarkable capacity to deliver real-time, scalable, and highly accessible resilience-building interventions with the potential to reach large numbers of populations. Based on the previous arguments, we formulate the next hypothesis:

H2: Attitude towards artificial intelligent positively impact resilience

Resilience and Workplace Well-Being

Studies show how AI can enhance and promote resilience. Paramesha et al. (2024) also discuss the prospect of utilizing generative AI models like ChatGPT and how it can induce resilience in the sense of offering interactive mental health care that will be highly suitable for its recipients. They reckon that the incredible capability of artificial intelligence to mimic human conversation and respond in real-time can tremendously help humans in emotion management. The inference is that AI can help humans learn healthy coping mechanisms and promote a sense of control that can regulate their stress levels properly.

In addition to work resilience, AI application in employee well-being and wellness is a new research area. Parasa (2023) discusses how AI is embedded in employee assistance programs to provide mental health monitoring, cognitive behavioral therapy (CBT)-based interventions, and

real-time stress monitoring. AI-powered wellness apps can identify the early warning signs of employee burnout. They recommend personalized coping mechanisms in line with the respective requirements of the individual (Parasa, 2023). Besides that, the apps also provide virtual access

to a panel of mental health professionals, and this goes a long way in enhancing the overall psychological resilience and well-being of employees in the work environment. By enabling tailor-made interventions, the systems will help individuals build their resilience capacity before stressors escalate to becoming intolerable. AI has vast applicability in promoting mental resilience and people well-being. Based on the previous arguments, we formulate the next hypothesis:

H3: Resilience positively impact workplace well-being

The Mediating Role of Resilience

The contemporary literature has explored how attitude towards AI can strengthen and build resilience by enabling fundamental skills like flexibility, emotional regulation, and stress management, which are all at the core of dealing with everyday problems in life. Rane et al. (2024) conducted a study and built a strong case for AI-based systems in identifying early warning signs of distress, which can be life-saving for early intervention. Ediae et al. (2024) build on the ongoing argument by providing evidence and research demonstrating how artificial intelligence-powered case management systems can build resilience in highly vulnerable and risk-prone migrant populations. Their broad study emphasizes the imperative way artificial intelligence can provide just-in-time intervention, inform the distribution of resources, and attain holistic risk analysis (Ediae et al., 2024). The intervention ensures that the people identified as being at risk are provided with support, they need to overcome the various barriers to which they are likely to be vulnerable. The emphasis is firmly in accord with the work of Alitabar and Parsakia (2025), who also refer to the concept of resilience in the future work environment. They emphasize the fundamental need to incorporate AI-based adaptability training as a countermeasure for employees' evolving demands. Their qualitative scenario analysis indicates that artificial intelligence-based simulation and AI-based decision-making models can adequately equip employees with the requisite skills to handle unforeseen changes (Alitabar, 2025). The inference is that AI training is vital in employees' resilience, particularly in coping with economic adversity and technological changes likely to impact their employment and job role.

The application of artificial intelligence to worker wellness initiatives is well in line with the work of Ruiz-Vanoye et al.(2025), who makes an in-depth examination of the influence of AI on life satisfaction around the world, along with artificial happiness and unveil the prospects of AI in promoting emotional and mental well-being. Their review is an excellent illustration that proves artificial intelligence-powered well-being applications, including mindfulness chatbots and tailorable digital interventions, can play an essential role in helping humans acquire adaptive coping strategies.

Artificial intelligence improves psychological well-being by facilitating personalized, scalable, and reachable mental health interventions with resilience being a crucial mediating factor. AI-powered chatbots, emotion recognition technology, and online-based mental health systems promote emotional regulation, stress control, and adaptive thinking—some of the essential pillars of psychological resilience (Paramesha et al., 2024; Ediae et al., 2024). These changes are obviously in accordance with the PERMA+4 model, especially in the aspects of positive emotions, thinking, and work engagement (Alitabar & Parsakia, 2024). The hypothesis assumes that attitudes toward AI significantly affect a person's resilience, which further predicts levels of well-being (Rane et al., 2024). Additionally, workers in highly digitalized workplaces are more resilient because AI-powered wellness technologies and decision-making systems are available

(Paramesha et al., 2024). Such resilience, in turn, produces more psychological flourishing, which supports the proposition that there are direct and indirect influences of AI on well-being through resilience. The synergy among digital readiness, individuals' involvement, and AI-driven intervention illustrates how well-being can be facilitated sustainably if psychological strengths such as resilience are enhanced by technology.

The emerging technologies also promote emotional stability among the users. The concept of a human digital twin devised by Davila-Gonzalez and Martin (2024) also perfectly encapsulates the role of AI in building workplace resilience. They speculate on an AI-supported whole-person model that monitors emotional analytics and physiological data so employers can predict and mediate workplace stressors before burnout (Davila-Gonzalez & Martin, 2024). By integrating emotional well-being data into industrial safety protocols, AI facilitates proactive intervention to foster resilience so that workers are psychologically resilient to withstand job stress. AI has enormous potential to promote resilience while daunting challenges exist. Therefore, we formulate the last hypothesis:

H4: Resilience mediates the relationship between attitude towards artificial intelligence and workplace well-being

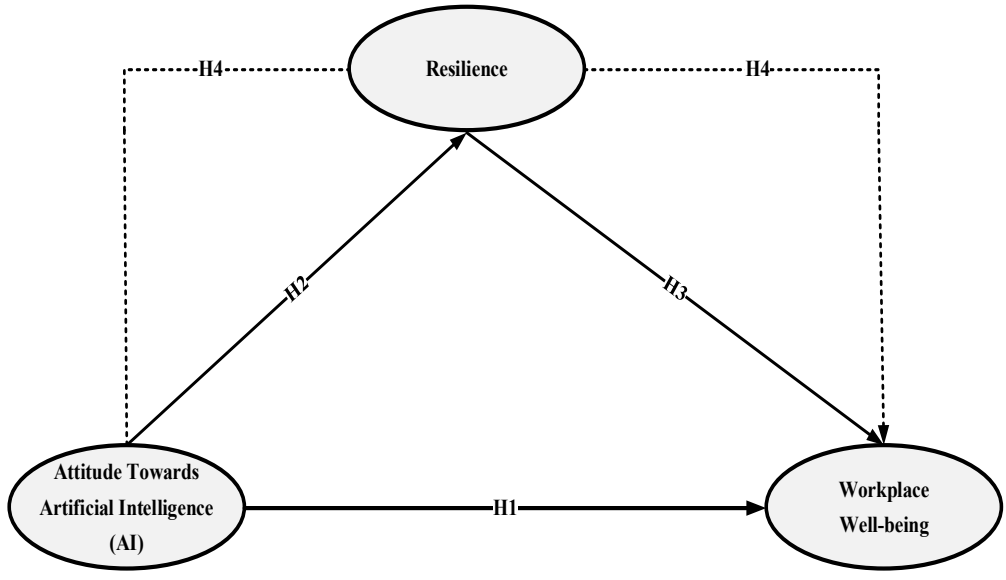

Figure 1. The Conceptual Model

The relationship between attitude towards artificial intelligent, resilience and well-being is likely to provide a better and more insightful understanding of the relationship between the variables. The study uses a conceptual model of the relationship between artificial intelligence and well-being through mediating role of resilience.

Figure (1) illustrates the conceptual model guiding the study. As well as the hypothesis associated with it. The study framework was created based on the following relationship:

1. Artificial intelligence contributes to workplace well-being by providing an organization with continuous enhancement of skills of the employees to foster wellbeing.

2. Artificial intelligence contributes to improve individual resilience by spreading positive values, beliefs and attitudes for all staff.

3. Resilience also contributes to employee's workplace well-being by enhancing their adaptation with the change by providing them with the resources of AI applications.

4. Artificial intelligence contributes to workplace well-being with the mediating role of individual resilience by spreading positive values, attitudes and adaptation.

Methodology

Participants and Data Collection

In this study a two-steps survey approach was applied, targeting employees in different sectors in the United Arab Emirates (UAE). In step 1, the study distributed the questionnaire to 600 participants via the online by using google form. Completed respondents were 309 with response rate 51.5% for one month in April 2025.

The questionnaire is structured into four sections. The first section gathers demographic information. The second focuses on data related to artificial intelligence. The third section addresses the construct of individual resilience, while the final section collects data on well-being, as measured by the PERMA-4 model.

Measurements

Independent Variable: Attitude towards artificial intelligence has been taken from The General Attitudes towards Artificial Intelligence Scale (GAAIS) is a psychometric instrument introduced to measure attitudes towards Artificial Intelligence in general (Schepman & Rodway, 2023). The scale assesses perceptions of AI benefits, risks and ethical issues. The present study utilized only the positive attitude items from the GAAIS, specifically those related to optimism, perceived usefulness, and excitement about AI. The GAAIS contains 20 items, including Positive Attitudes towards AI (12 items) – used in the present study. The other eight items (Negative Attitudes toward AI) are not Included in this study. The GAAIS is a 5-point Likert scale with responses ranging from Strongly Disagree (1) to Strongly Agree (5). A sample of the construct "Artificially intelligent systems can perform better than humans". The 12 positive items can be found in the Appendix A.

Mediator Variable: Resilience is a commonly used psychological measure that examines an individual's capacity to manage challenges and bounce back from adversity. Resilience Scale has been taken from Shenouda and Basha (2014), the scale includes 14-item resilience scale Appendix A. (always = 4, sometimes = 3, rarely = 2, and never = 1).

Dependent Variable: Workplace Well-being. The scale contains 29 items has been taken from Donaldson et al. (2022). Expanding on the **PERMA** model developed by Seligman (2011) as a way to measure well-being in organizational and workplace settings, the PERMA+4 framework adds a number of environmental and external factors to paint a more comprehensive picture of the factors impacting workplace well-being. PERMA, originally outlined five central domains of well-being (Positive Emotions, Engagement, Relationships, Meaning, Accomplishment). Donaldson and colleagues (2022) added Mindset, Work Environment, and Economic Security to make a more comprehensive model of iconic work health and performance. The original PERMA model consists of: a) Positive Feelings — feeling happy, joyful, grateful; b) Engagement – Immersion in meaningful activities; c) Relationships — Forming and nurturing

healthy social relationships; d) Meaning – Purpose, significance, a reason for existence; and e) Achievement – Fulfilling professional and personal ambitions. The adapted model added four other elements: 1) Biophysical – Life and health of biological, physical and psychological functions; 2) Mindset — having a growth and positive attitude to life and work; 3) Work Environment – The impact of workplace conditions (e.g. lighting, air quality, safety); and 4) Economic security – Feelings of financial stability and job security. However, the 29 items can be found in Appendix A.

Result

The present study aimed at introducing a deeper understanding of the relationship between the attitude toward using AI, resilience, and workplace well-being, while including demographic and organizational variables within an integrated structured paradigm modeling the interplay of variables and structural equational modeling (SEM). The study is a scientific response to the increased international interest in the effect of using AI on mental health in the workplace. Table 1 presents the demographic characteristics of the sample.

Variable	Category	Frequency	Percent (%)
Age	Less Than 25	36	11.7
	25–34 Years	88	28.5
	35–44 Years	110	35.6
	Above 45	75	24.3
Marital Status	Single	110	35.6
	Married	185	59.9
	Divorced	11	3.6
	Widow	3	1
Gender	Male	178	57.6
	Female	131	42.4
Industry Type	Private	96	31.1
	Government	149	48.2
	Semi-Government	64	20.7
Experience	Below 6 Years	155	31.7
	6–10 Years	53	17.2
	11–14 Years	44	14.2
	Above 15 Years	114	36.9
Total	—	309	100

Table 1. Demographic Characteristics of the Participants

The demographic data shows that the majority of employees are aged between 35–44 years (35.6%), followed by those above 45 (24.3%) and 25–34 years (28.5%), with a smaller portion under 25 (11.7%). Most participants are married (59.9%), while 35.6% are single, and only a small fraction is divorced (3.6%) or widowed (1%). The gender distribution is relatively balanced, with 57.6% male and 42.4% female. In terms of industry type, nearly half (48.2%) work in the government sector, while 31.1% are in the private sector and 20.7% in semi-government roles, suggesting a public-sector-dominant sample. Regarding work experience, 36.9% have more than 15 years of experience, and 31.7% have less than 6 years, with the rest

spread across 6–10 years (17.2%) and 11–14 years (14.2%), indicating a strong presence of experienced professionals in the sample.

Reliability

Cronbach's Alpha was high (α=0.954), showing good internal consistency of the scale and its items. Results also found excellent model fit (CFI = 0.987, TLI = 0.986, RMSEA = 0.032). Finally, the factor loadings varied between 0.30–0.83, indicating excellent construct validity (Schepman & Rodway, 2023). Similar to the original version, Cronbach's Alpha was high (0.947), thus reflecting good internal consistency of the scale and its items.

Moreover, multicollinearity diagnostics were within the acceptable range (VIF < 1.7), indicating the model's good fit and lack of statistical problems. Cronbach's Alpha of all PERMA+4 subscales was 0.969 indicating high internal consistency (Table2).

Construct	No. of Items	Cronbach's Alpha
Attitude Towards AI (Positive Attitude)	14	0.954
Resilience	12	0.947
Workplace Well-being (PERMA-4)	29	0.969

Table 2. Cronbach's Alpha Measures

Hypotheses Testing

For the first hypothesis, we find that attitude towards AI had a direct effect on workplace well-being (β = 0.46, p < 0.01). for the second hypothesis, we find that attitude towards AI had a significant positive effect on resilience (β = 0.50, p < 0.01). for the third hypothesis, resilience, in turn, had a positive effect on workplace well-being (β = 0.44, p < 0.01). Finally, we find that resilience mediates the relationship between attitude towards AI and workplace well-being (β = 0.172, p < 0.01). The results of the structural pathway reveal that resilience partially mediates the relationship between the attitude toward AI and workplace wellbeing.

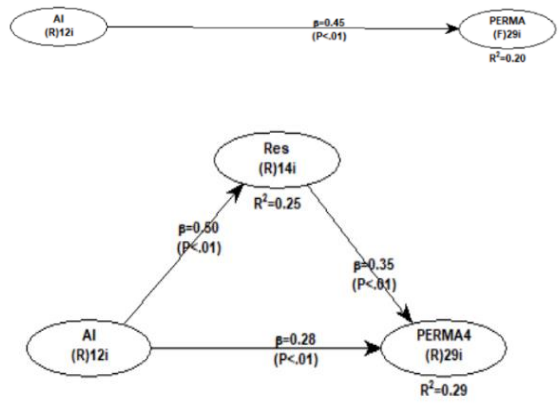

Figure 2. Results

Discussion

The Main Findings

This study examines the meditating role of resilience in the relationship between attitude towards AI and workplace well-being. Our findings showed support for the first hypothesis the relationship between attitude towards AI and workplace well-being. However, a significant positive association between employees' attitude towards of AI and their workplace well-being. Although few studies in the literature have examined this relationship, the result is consistent with (Xu, 2023). Additionally, these results are consistent with the literature that highlighted that positive interaction with technology provides a fertile ground for the growth of psychological resources (Do et al., 2025; Rane et al., 2024). The present results are also consistent with the socio-technical adaptation concept, as the experience and type of organization play a crucial role in facilitating social and psychological adaptation with smart gadgets, which is reflected on the level of well-being (Giudici et al., 2024). In other words, the differences among organizations in terms of their digital readiness is reflected on the individual's ability to adapt, which supports the socio-technical adaptation framework.

The second hypothesis examines the relationship between attitude towards AI and resilience. The results show that positive interaction in a digitally thriving environment leads to resilience, and in turn to psychological wellbeing. This is consistent with the concept of digital thriving, which suggests that the balanced use of AI helps attain empowerment, positivity, belonging, and meaningful communication (Ferdman, 2024). Thus, the mere use of AI does not ensure psychological wellbeing, but the psychological benefits depend on individuals' attitudes and their moral engagement with technology.

The third hypothesis examine the relationship between resilience and workplace well-being. Resilience is a central adaptational mechanism that enables individuals to maintain their psychological balance in technologically complex settings. The results are consistent with many studies in the literature that support this hypothesis (Allan et al., 2025; Ngui & Lay, 2019; Peleg, & Peleg, 2025; Rayani et al., 2024). Individuals with greater resilience tend to perceive their well-being more positively. Higher levels of positive well-being are related to better health, including more positive feelings toward life in general, and are also associated with greater resilience (Aldabbas and Bettayeb, 2024).

The fourth hypothesis examine the mediating role of attitude towards AI and workplace well-being. These findings are consistent with the Job Demands-Resources Theory, that suggest that organizational resources enhance adaptation, motivation, and well-being especially when AI tools are used (Pletzer et al., 2024). Resilience, as a personal resource, helps adaptation with AI-related job requirements. Additionally, experience, organizational support, and digital readiness are organizational resources that impact psychological wellbeing. Further, the effectiveness and success of artificial intelligence-based resilience-promoting interventions also depend to a great degree on individuals' willingness and readiness to engage positively with technology-based interventions and solutions (Rane et al., 2024). AI-powered mental health support systems must achieve the right level of balance between the use of automation through technology and the human oversight necessary, which is critical to interventions provided being empathetic and contextually appropriate to the needs of the people they are intended to assist.

The broad field of artificial intelligence encompasses a wide range of scientific disciplines, including biology, neuroscience, psychology, computer science, and engineering (Sindermann

et al., 2024). Thus, as artificial intelligence technology further develops and revolutionizes rapidly over time, it is essential that researchers developing this field actively grapple with basic questions of ethics, work through problems of user interactions, and resolve questions of algorithmic biases that arise. The objective should ensure that AI-powered resilience interventions can be implemented, yet ethically, offering unbiased and fair assistance to users. The integration of AI into resilience mechanisms must be done carefully to gain maximum benefits without inducing technology dependence and ethical concerns.

Theoretical and Practical Implications

AI complements the PERMA+4 model using scalable, evidence-based interventions for overall well-being. From managing mood and being in flow to financial wellness and physical health, AI-powered interventions hold enormous potential for ensuring long-term resilience and life satisfaction. However, ethics, bias within algorithms, and user engagement remain pivotal in ascertaining that AI-powered interventions in well-being are equitable and beneficial. The majority of studies resoundingly point to the positive contributions of artificial intelligence, with most tending to brush aside the negative impacts that emanate from this technology, such as the algorithmic bias and the psychological ramifications that will result from social bonding that accompanies AI, which can potentially replace actual human connections. In addition, AI's impact on the +4 dimensions of physical health, mindset, environment, and economic security is piecemeal, requiring more integrated frameworks to capture AI's contribution to overall well-being. More studies are needed on how to strike a balance between AI automation and human-centered design to maximize positive outcomes.

The study's findings demonstrated a relationship with theoretical ideas of well-being and their potential to assist institutions in effectively initiating new processes and adapting to changes. The study enhances awareness of the rapid technological transition. The study recognizes many tactics, including empirical-rational and normative-reductive approaches, to enhance the well-being of institutions in the UAE. The study emphasizes the concept of resilience. Theoretical implications encompass the expansion of the resilience framework within the context of institutions. This study may enhance the understanding and definition of resilience inside institutions. The current theoretical framework can be applied to multiple sectors. This study adopts an interdisciplinary approach, psychology, and technology. The technique employed in this study possesses significant theoretical implications.

The study's objectives were achieved, as demonstrated by the successful testing of the hypotheses and the confirmation of the variables' alignment with the conceptual model. The study findings are significant for all stakeholders in institutions in the UAE who are interested in assuring success. Finally, ongoing professional development is the primary determinant for enhancing employees' and academics' abilities and knowledge to align with the evolving complexities of serving diverse.

Limitation and Future Research

The participants comprised academics and employees from institutions in the UAE, and data collection was restricted by the study's timing restrictions. Consequently, while this method clarified the relationship among the variables, it did not establish the causative direction between AI, resilience, and workplace well-being, which can only be determined by longitudinal study. The study proposes the following recommendations as a framework for future research to address these constraints and enhance their practical consequences. A longitudinal study design

should be employed in the next research to ascertain the causal direction between the variables. The study gathered survey responses from employee working in various sectors in the UAE. In the future, researchers could include managerial employees as participants to understand their views as well.

References

Aldabbas, H., & Bettayeb, A. (2024). Building a caring workplace: how managerial caring and perceived insider status shape subjective employee well-being. International Journal of Workplace Health Management, 17(1), 38-56.

Alitabar, S. H. S., Parsakia, K. (2025). Psychological Resilience in the Workplace of the Future: A Qualitative Scenario Analysis. Journal of Foresight and Public Health, 2(1), 32-41. https://journalfph.com/index.php/jfph/article/view/4/5

Allan, J. F., Doran, A., Jones, R., & Farrell, S. (2025). Building resilience and well-being for post-covid adolescents through outdoor adventure. Journal of Adventure Education and Outdoor Learning, 25(1), 166-192.

Almaki, S. H., Mafarja, N., & Al Mansoori, H. M. S. (2025). Teacher well-being and use of artificial intelligence applications and tools: Moderation effects of leadership support in inclusive classroom. STEM Education, 5(1), 109-129. https://doi.org/10.3934/steme.2025006

Arboh, F., Zhu, X., Atingabili, S., Yeboah, E., & Drokow, E. K. (2025). From fear to empowerment: the impact of employees AI awareness on workplace well-being–a new insight from the JD–R model. Journal of Health Organization and Management.

Awan, W. N., Paasivaara, M., Gloor, P. A., & Salman, I. (2023). Creating Happier and More Productive Software Engineering Teams through AI and Machine Learning. ICSOB Companion,

Bakker, A. B., & Demerouti, E. (2007). The job demands-resources model: State of the art. Journal of managerial psychology, 22(3), 309-328.

Beckstein, A., Chollier, M., Kaur, S., & Ghimire, A. R. (2022). Mental Wellbeing and Boosting Resilience to Mitigate the Adverse Consequences of the COVID-19 Pandemic: A Critical Narrative Review. SAGE Open, 12(2), 21582440221100455. https://doi.org/10.1177/21582440221100455

Cheng, C., Lan, L. . (2024). The Application of the Perma Model in Mental Health Education in Colleges and Universities. Informatica, 48, 14. https://doi.org/https://doi.org/10.31449/inf.v48i14.6127

Cross, S., Bell, I., Nicholas, J., Valentine, L., Mangelsdorf, S., Baker, S., Titov, N., & Alvarez-Jimenez, M. (2024). Use of AI in Mental Health Care: Community and Mental Health Professionals Survey. JMIR Ment Health, 11, e60589. https://doi.org/10.2196/60589

Davila-Gonzalez, S., & Martin, S. (2024). Human Digital Twin in Industry 5.0: A Holistic Approach to Worker Safety and Well-Being through Advanced AI and Emotional Analytics. Sensors, 24(2), 655. https://www.mdpi.com/1424-8220/24/2/655

Demerouti, E., Bakker, A. B., Nachreiner, F., & Schaufeli, W. B. (2001). The job demands-resources model of burnout. Journal of Applied psychology, 86(3), 499.

Do, H., Chu, L. X., & Shipton, H. (2025). How and when AI-driven HRM promotes employee resilience and adaptive performance: A self-determination theory. Journal of Business Research, 192, 115279.

Donaldson, S. I., van Zyl, L. E., & Donaldson, S. I. (2021). PERMA+4: A Framework for Work-Related Wellbeing, Performance and Positive Organizational Psychology 2.0. Front Psychol, 12, 817244. https://doi.org/10.3389/fpsyg.2021.817244

Donaldson, S. I., van Zyl, L. E., & Donaldson, S. I. (2022). PERMA+ 4: A framework for work-related wellbeing, performance and positive organizational psychology 2.0. Frontiers in Psychology, 12, 817244.

Ediae, A., Chikwe, C., & Kuteesa, K. (2024). LEVERAGING AI IN CASE MANAGEMENT FOR VULNERABLE MIGRANTS: A PATH TOWARD ENHANCED RESILIENCE. Computer Science & IT Research Journal, 5, 985-1007. https://doi.org/10.51594/csitrj.v5i4.1084

Ferdman, A. (2024). Human flourishing and technology affordances. Philosophy & Technology, 37(1), 1.

Giudici, H., Bento, F., & Falk, K. (2024). Industrial Organizations Adapting to the Novel EU Taxonomy While Developing Socio-Technical Systems: A Literature Review. Systems, 12(11), 485.

Graham, S., Depp, C., Lee, E. E., Nebeker, C., Tu, X., Kim, H.-C., & Jeste, D. V. (2019). Artificial Intelligence for Mental Health and Mental Illnesses: an Overview. Current Psychiatry Reports, 21(11), 116. https://doi.org/10.1007/s11920-019-1094-0

Kim, B. J., & Lee, J. (2024). The mental health implications of artificial intelligence adoption: the crucial role of self-efficacy. Humanities and Social Sciences Communications, 11(1), 1-15.

Lee, E. E., Torous, J., De Choudhury, M., Depp, C. A., Graham, S. A., Kim, H.-C., Paulus, M. P., Krystal, J. H., & Jeste, D. V. (2021). Artificial Intelligence for Mental Health Care: Clinical Applications, Barriers, Facilitators, and Artificial Wisdom. Biological Psychiatry: Cognitive Neuroscience and Neuroimaging, 6(9), 856-864. https://doi.org/https://doi.org/10.1016/j.bpsc.2021.02.001

Liu, H., Peng, H., Song, X., Xu, C., & Zhang, M. (2022). Using AI chatbots to provide self-help depression interventions for university students: A randomized trial of effectiveness. Internet Interventions, 27, 100495. https://doi.org/https://doi.org/10.1016/j.invent.2022.100495

Maden, W. v. d., Lomas, D., Sadek, M., & Hekkert, P. (2023). Positive AI: Key Challenges in Designing Artificial Intelligence for Wellbeing.

Mendes, J., Medeiros, T., Silva, O., Tomás, L., Silva, L., & Ferreira, J. A. (2022). PERMA Model of Well-Being Applied to Portuguese Senior Tourists: A Confirmatory Factor Analysis. Sustainability, 14(13), 7538. https://www.mdpi.com/2071-1050/14/13/7538

Minerva, F., & Giubilini, A. (2023). Is AI the Future of Mental Healthcare? Topoi, 42(3), 809-817. https://doi.org/10.1007/s11245-023-09932-3

Ngui, G. K., & Lay, Y. F. (2019). The predicting roles of self-efficacy and emotional intelligence and the mediating role of resilience on subjective well-being: A PLS-SEM approach. Pertanika Journal of Social Sciences & Humanities, 27.

Olawade, D. B., Wada, O. Z., Odetayo, A., David-Olawade, A. C., Asaolu, F., & Eberhardt, J. (2024). Enhancing mental health with Artificial Intelligence: Current trends and future prospects. Journal of Medicine, Surgery, and Public Health, 3, 100099. https://doi.org/https://doi.org/10.1016/j.glmedi.2024.100099

Paramesha, M., Rane, N. L., & Rane, J. (2024). Enhancing Resilience through Generative Artificial Intelligence such as ChatGPT. SSRN Electronic Journal.

Parasa, S. K. (2023). Impact of AI in Employee Wellness and Well-being Programs. European Journal of Advances in Engineering and Technology, 10(5), 98-100. https://ejaet.com/PDF/10-5/EJAET-10-5-98-100.pdf

Peleg, O., & Peleg, M. (2025). Is resilience the bridge connecting social and family factors to mental well-being and life satisfaction?. Contemporary Family Therapy, 47(1), 87-101.

Pletzer, J. L., Breevaart, K., & Bakker, A. B. (2024). Constructive and destructive leadership in job demands-resources theory: A meta-analytic test of the motivational and health-impairment pathways. Organizational psychology review, 14(1), 131-165.

Rane, N., Choudhary, S., & Rane, J. (2024). Artificial intelligence for enhancing resilience. Journal of Applied Artificial Intelligence, 5, 1-33. https://doi.org/10.48185/jaai.v5i2.1053

Rayani, A. M., Alodhailah, A. M., & Alreshidi, S. M. (2024). A cross-sectional study of resilience and well-being among nursing students in Saudi Arabia. SAGE Open Medicine, 12, 20503121241245224.

Ruiz-Vanoye, J., Fuentes-Penna, A., Barrera-Cámara, R. A., Díaz-Parra, O., Trejo-Macotela, F. R., Aguilar-Ortiz, J., Ruiz Jaimes, M., & Toledo-Navarro, Y. (2025). Artificial Intelligence and Human Well-Being: A Review of Applications and Effects on Life Satisfaction through Synthetic Happiness. 16, 14-37. https://doi.org/10.61467/2007.1558.2025.v16i1.932

Schepman, A., & Rodway, P. (2023). The General Attitudes towards Artificial Intelligence Scale (GAAIS): Confirmatory Validation and Associations with Personality, Corporate Distrust, and General Trust. International Journal of Human–Computer Interaction, 39(13), 2724-2741. https://doi.org/10.1080/10447318.2022.2085400

Seligman, M. E. P. (2011). Flourish: A visionary new understanding of happiness and well-being. New York, NY: Free Press.

Shenouda, E., & Basha, S. (2014). Resilience, Social Support, and Stress as Predictors of Suicide Ideation Among Public Universities' Students in Egypt OIDA International Journal of Sustainable Development, 7(8), 37-66. https://ssrn.com/abstract=2508552

Sindermann, C., Sha, P., Zhou, M., Wernicke, J., Schmitt, H. S., Li, M., ... & Montag, C. (2021). Assessing the attitude towards artificial intelligence: Introduction of a short measure in German, Chinese, and English language. KI-Künstliche intelligenz, 35(1), 109-118.

Thakkar, A., Gupta, A., & De Sousa, A. (2024). Artificial intelligence in positive mental health: a narrative review. Front Digit Health, 6, 1280235. https://doi.org/10.3389/fdgth.2024.1280235

Villarreal-Zegarra, D., Reategui-Rivera, C. M., García-Serna, J., Quispe-Callo, G., Lázaro-Cruz, G., Centeno-Terrazas, G., Galvez-Arevalo, R., Escobar-Agreda, S., Dominguez-Rodriguez, A., & Finkelstein, J. (2024). Self-Administered Interventions Based on Natural Language Processing Models for Reducing Depressive and Anxiety Symptoms: Systematic Review and Meta-Analysis [Review]. JMIR Ment Health, 11, e59560. https://doi.org/10.2196/59560

Walgnild, G., & Young, H. (1993). Development and psychometric evaluation of the Resilience Scale. Joumal of Nursing Measurement. 1 (2), 165–178.

Xu, G., Xue, M., & Zhao, J. (2023). The relationship of artificial intelligence opportunity perception and employee workplace well-being: A moderated mediation model. International Journal of Environmental Research and Public Health, 20(3), 1974.

Wang, Q., Zhang, W., & An, S. (2023). A systematic review and meta-analysis of Internet-based self-help interventions for mental health among adolescents and college students. Internet Interventions, 34, 100690. https://doi.org/https://doi.org/10.1016/j.invent.2023.100690

Zheng, J., & Zhang, T. (2025). Association Between AI Awareness and Emotional Exhaustion: The Serial Mediation of Job Insecurity and Work Interference with Family. Behavioral Sciences, 15(4), 401.

Zeulner, T., Hagerer, G. J., Müller, M., Vazquez, I., & Gloor, P. A. (2024). Predicting Individual Well-Being in Teamwork Contexts Based on Speech Features. Information, 15(4), 217. https://www.mdpi.com/2078-2489/15/4/217.