

Tech-Augmented Trust: Navigating AI Collaboration and Digital Surveillance in the Future Workplace

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ABSTRACT

The rise of AI-powered collaboration tools and digital surveillance systems is radically transforming the workplace- amplifying productivity yet raising ethical dilemmas and trust concerns. This study proposes a comprehensive conceptual framework titled "Tech-Augmented Trust", which investigates how organizations can foster employee trust in the context of increasing technological oversight.

Grounded in multidisciplinary literature spanning organizational behaviour, information systems, and digital ethics, the model examines key constructs such as AI collaboration, digital surveillance, psychological safety, ethical leadership, perceived autonomy, and organizational transparency. It further explores how these elements interact to influence outcomes like employee engagement, innovation, and retention intent.

A quantitative research design is proposed for empirical validation, leveraging structural equation modeling (SEM) on data collected from digitally mature organizations. The study aims to advance theory on trust in digital contexts and offer actionable insights for leaders seeking to ethically deploy AI and surveillance technologies while safeguarding the human element. This study offers a validated framework for balancing AI adoption and employee trust.

Keywords: *AI Collaboration, Digital Surveillance, Trust, Psychological Safety, Ethical Leadership, Employee Engagement, Future of Work, Human-AI Interaction, Digital Workplace, Organizational Transparency*

Keywords: N/A.

INTRODUCTION

The accelerating integration of digital technologies into the workplace has ushered in a new era of organizational transformation. At the forefront of this evolution is the dual deployment of Artificial Intelligence (AI) for collaboration and digital surveillance tools for monitoring employee performance. While AI promises unprecedented efficiency, personalization, and knowledge augmentation, the simultaneous rise of algorithmic oversight introduces critical concerns about trust, autonomy, and the human experience at work.

The post-pandemic workplace, characterized by hybrid and remote work models, has amplified both the need for AI-supported collaboration and the organizational impulse to monitor dispersed teams. As a result, the boundaries between enablement and control are increasingly blurred. Employees today navigate environments where their productivity is enhanced by generative AI tools yet scrutinized through keystroke tracking, behavioral analytics, and real-time performance dashboards. This convergence of tech-enabled

empowerment and surveillance raises essential questions about the future of workplace trust.

Existing literature has primarily examined AI integration or workplace surveillance in isolation. However, there is a growing need to understand how these technologies function together—and what their combined impact is on employee motivation, psychological safety, and organizational culture. Moreover, while organizations strive to become digitally mature, they must also ensure their systems align with ethical, legal, and human-centric values. In this context, understanding the factors that sustain trust in AI-mediated and monitored work environments becomes crucial.

This study responds to this critical gap by exploring the complex interplay between AI collaboration and digital surveillance through the lens of trust. It aims to uncover how organizations can strike a balance—leveraging technological advancements while upholding the dignity, autonomy, and well-being of their workforce.

LITERATURE REVIEW

1. AI Collaboration and Human-AI Interaction in the Workplace

The proliferation of Generative AI, chatbots, decision-support systems, and automation platforms has redefined job roles, enabling employees to offload repetitive tasks and focus on higher-order thinking (Daugherty & Wilson, 2018). Scholars highlight the emergence of Human-AI collaboration, where AI acts as a digital teammate—augmenting creativity, efficiency, and accuracy (Seeber et al., 2020). However, while such integration enhances task performance, it also introduces cognitive dependence and skill devaluation (Brougham & Haar, 2018).

The integration of AI in workplace settings has shifted from automation to augmentation, where AI systems assist with decision-making, content creation, and data interpretation (Brynjolfsson & McAfee, 2017). Tools such as chatbots, predictive analytics, and generative AI platforms (e.g., ChatGPT, Copilot) are now viewed as digital coworkers. Research emphasizes the emergence of "algorithmic colleagues" and their impact on organizational learning and team dynamics (Seeber et al., 2020; Dellermann et al., 2019). However, issues like algorithmic opacity, skill redundancy, and digital overload can undermine user confidence and trust (Shrestha et al., 2019; Brougham & Haar, 2018).

2. Digital Surveillance, Employee Monitoring and Control Paradigms

Digital surveillance technologies—from productivity tracking software to biometric and webcam analytics—have grown in use, especially in remote work contexts. While organizations cite security and accountability, research shows that excessive monitoring can erode trust, increase stress, and reduce job satisfaction (Ball, 2010; Mateescu & Nguyen, 2019). The concept of "Surveillance Capitalism" (Zuboff, 2019) critiques how employee data is commodified, often without transparent consent.

Surveillance technologies have become more invasive, spanning biometric data capture, screen monitoring, keylogging, and productivity dashboards. Ball (2010) argues that surveillance in the digital workplace constitutes a shift from managerial control to panoptic regulation, where visibility becomes constant and asymmetrical. Empirical evidence links high levels of surveillance to employee resistance, emotional exhaustion, and reduced organizational commitment (Lyon, 2018; Mateescu & Nguyen, 2019). The rise of Surveillance Capitalism (Zuboff, 2019) has also reframed employee data not just as operational necessity, but as an economic asset, raising ethical and legal concerns.

3. Trust, Autonomy, and Psychological Safety

Trust in the workplace is essential for engagement, collaboration, and innovation. Psychological contract theory posits that breaches in perceived fairness or privacy

can reduce trust, especially when surveillance is perceived as punitive (Rousseau, 1995). In contrast, transparent AI systems and ethical leadership have been shown to enhance trust and user acceptance (Shin, 2021).

Trust is foundational to employee motivation and discretionary behavior. In tech-driven environments, trust is not only interpersonal but also systemic, shaped by the perceived fairness, accuracy, and intent of AI systems and surveillance tools (Shin, 2021). Psychological contract theory highlights that when implicit expectations—such as privacy, fairness, and empowerment—are violated, trust deteriorates (Rousseau, 1995). Conversely, transparency, explainability of AI, and participatory monitoring can enhance trust and psychological safety (Choudhury et al., 2021; Calo, 2016).

4. Leadership, Digital Literacy, and Ethical Moderators

Leadership plays a pivotal role in mediating the effects of technology adoption. Studies show that ethical and transformational leaders foster greater acceptance of AI and surveillance when they communicate openly, involve employees in decisions, and protect individual rights (Hancock & Schaninger, 2022). Digital fluency also moderates employee response—workers who understand the rationale and limitations of AI are less likely to perceive it as a threat (Raisch & Krakowski, 2021). Organizations with strong data governance and responsible AI policies report higher levels of trust and innovation readiness.

5. Gaps in the Literature

Current studies tend to examine AI collaboration and surveillance separately. Few explore the combined impact of AI-augmented workflows and surveillance-driven cultures on employee trust, especially in hybrid or digital-first environments. There is also limited research on the moderating effects of leadership styles, digital literacy, and organizational transparency in this context.

While the literature provides robust insights into AI or surveillance independently, very few studies integrate both within the same analytical frame. There is a need to understand how these dual forces interact to shape trust and employee outcomes in hybrid or remote-first work settings. The current research attempts to bridge this critical gap.

CONCEPTUAL FRAMEWORK: PROPOSED MODEL OF TECH-AUGMENTED TRUST

Figure 1 illustrates the conceptual framework developed for this study. It captures the interplay between AI collaboration and digital surveillance as antecedents, with ethical leadership, organizational transparency, and digital fluency acting as key moderating variables. The model further explores their impact on trust, empowerment, control, and psychological safety, ultimately leading to critical organizational outcomes.

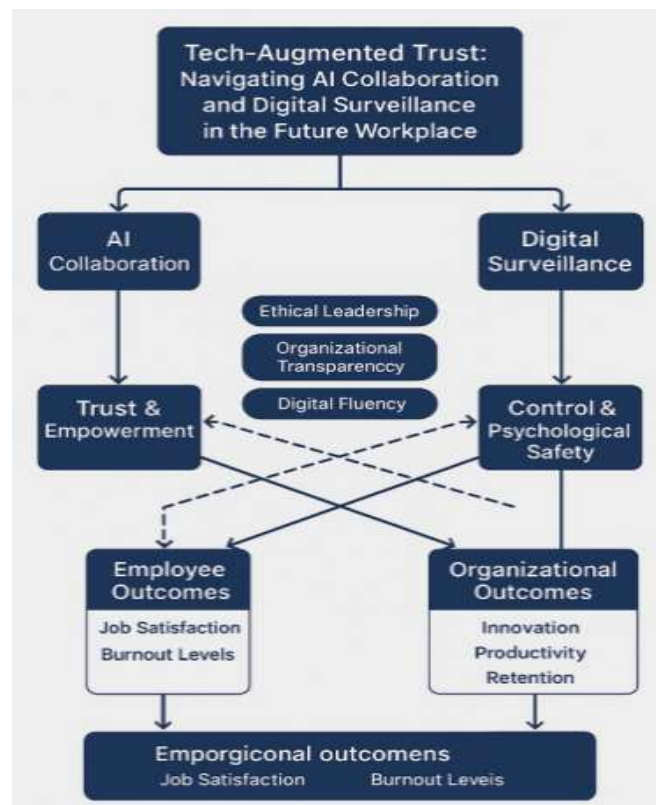


Figure 1: Tech Augmented Trust Model

As shown in Figure 1, this study integrates both technological and psychological dimensions to explore trust-building in AI-driven workplaces.

The rapid integration of artificial intelligence (AI) and digital monitoring tools into modern workplaces has created a paradox of productivity and privacy. To address this evolving challenge, the present study proposes a conceptual framework that integrates key constructs from organizational behavior, digital transformation, and leadership theory.

Furthermore, the model includes feedback loops, indicating that employee responses (e.g., psychological safety or disempowerment) may influence how future AI systems or surveillance tools are designed and deployed. Additionally, downstream organizational outcomes—such as innovation, job satisfaction, productivity, and retention—are depicted as key consequences of this dynamic interplay.

This framework offers a novel lens to understand how technology can augment or erode trust in the workplace, and highlights leadership and transparency as vital levers in shaping sustainable, trust-centric digital work environments.

Note: The diagram illustrates the relationships between AI collaboration, digital surveillance, organizational moderators (ethical leadership, transparency, digital fluency), psychological outcomes (trust, empowerment, control, safety), and downstream organizational impacts.

RESEARCH OBJECTIVES

This study aims to address the above gaps with the following objectives:

- To examine the impact of AI collaboration on employee trust, autonomy, and engagement.
- To analyze the perceived effects of digital surveillance on psychological safety and work motivation.
- To explore the interplay between AI tools and monitoring systems in shaping the overall trust climate.
- To identify the moderating role of ethical leadership, organizational transparency, and digital fluency in this dynamic.
- To propose a conceptual framework for balancing technological advancement with human-centric trust strategies in the future workplace.

RESEARCH METHODOLOGY

1. Research Design

This study adopts a mixed-methods approach, combining quantitative and qualitative techniques to capture the complexity of trust in AI-mediated and surveillance-enabled workplaces. The rationale is to explore both the perceptions and measurable impacts of technological augmentation on employee behavior and organizational dynamics.

2. Research Type

Exploratory– to examine under-researched intersections between AI collaboration and surveillance.

Descriptive– to assess patterns of trust, autonomy, and engagement in tech-augmented environments.

3. Data Collection Methods

a) Quantitative Phase

- Instrument: Structured questionnaire using 5-point Likert scale.

Variables:

- Independent:** AI Collaboration (Transparency, Usability, Accuracy)
- Independent:** Surveillance Practices (Level, Transparency, Control)
- Dependent:** Employee Trust, Autonomy, Engagement
- Moderators:** Ethical Leadership, Digital Literacy, Organizational Transparency

Sample: 300–500 working professionals across tech, ITES, manufacturing, and consulting sectors (hybrid/remote work models preferred).

Sampling Technique: Stratified purposive sampling to ensure representation across industries and job levels.

Analysis: Descriptive statistics

- Exploratory and confirmatory factor analysis (EFA/CFA)
- Structural Equation Modeling (SEM) for testing the conceptual framework

b) Qualitative Phase

- Instrument: Semi-structured interviews (15–20 participants)
- Participants: Team leads, HR heads, and tech-augmented employees

Focus Areas:

- Experience with AI tools and surveillance systems
- Trust dilemmas, ethical concerns, and coping strategies

Analysis: Thematic analysis using NVivo or ATLAS.ti

4. Validity and Reliability

- Cronbach's alpha for internal consistency
- Pilot testing of the questionnaire (30 respondents)
- Expert validation for interview protocol

5. Ethical Considerations

- Informed consent from all participants
- Anonymity and confidentiality maintained
- Ethical clearance from the affiliated research institution

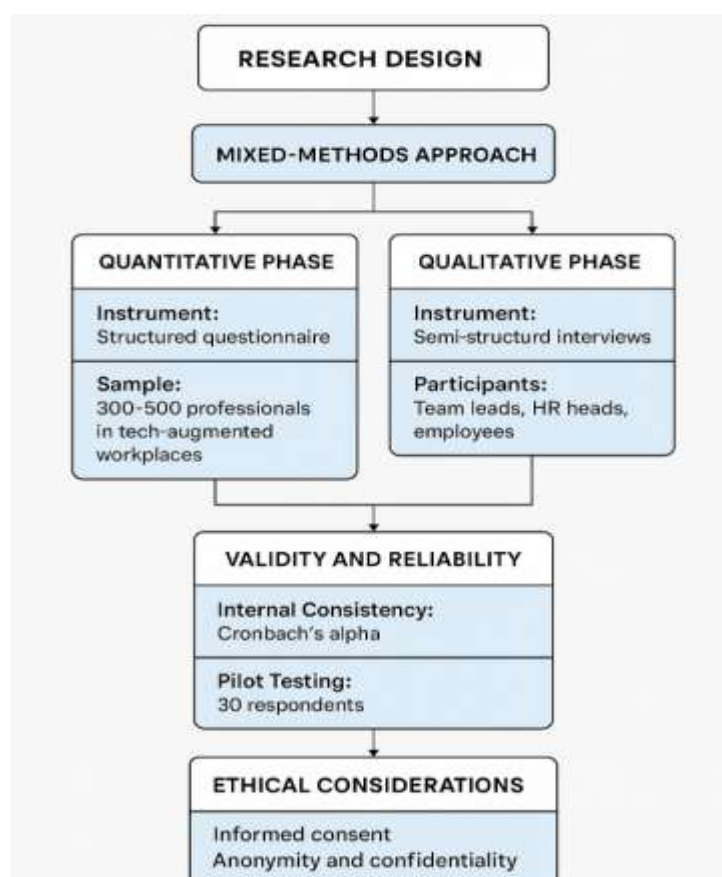


Figure 2: Research Methodology Flowchart

Research Objectives

The present study aims to explore the intricate dynamics between AI collaboration, digital surveillance, and employee trust in technologically augmented work environments. It intends to address both structural (technological) and behavioural (psychological) dimensions that influence the future of work.

Specific Objectives:

1. To examine the impact of AI collaboration on employee trust, empowerment, and perceived autonomy in digitally enabled workspaces.
2. To investigate the influence of digital surveillance on psychological safety and feelings of control among employees.
3. To assess the moderating role of ethical leadership in shaping employee perceptions of AI and surveillance practices.
4. To analyze the role of organizational transparency and digital fluency in building trust and mitigating resistance to AI-enabled systems.
5. To evaluate the downstream organizational outcomes, such as innovation, job satisfaction, and retention, resulting from trust or mistrust in tech-augmented environments.

Summary of Empirical Research Design

Component	Details
Research Title	Tech-Augmented Trust: Navigating AI Collaboration and Digital Surveillance in the Future Workplace
Research Approach	Quantitative, cross-sectional, hypothesis-testing
Population	Full-time employees in digitally enabled organizations (AI/surveillance systems in use)
Sampling Technique	Purposive Sampling → Snowball Sampling via LinkedIn, email networks
Sample Size	300-350 respondents (based on SEM norms)
Data Collection Method	Structured online survey (Google Forms / Qualtrics / Microsoft Forms)
Measurement Instrument	Standardized Likert-scale items adapted from validated scales
Key Constructs	AI Collaboration, Digital Surveillance, Trust, Psychological Safety, Ethical Leadership, Digital Fluency, Autonomy, Transparency, Job Outcomes
Pilot Testing	30–40 responses for reliability and clarity refinement
Data Analysis Tools	SPSS / AMOS / SmartPLS / R / Python
Analysis Techniques	Reliability (Cronbach's Alpha), CFA, SEM, Moderation, Descriptives, Common Method Bias check
Model Fit Indices	RMSEA, CFI, TLI, SRMR, GFI
Timeline	~10–12 weeks total (from instrument development to analysis and write-up)

Table 1: Summary of Empirical Research Design

HYPOTHESES DEVELOPMENT

Grounded in the literature and the proposed conceptual model, the following hypotheses are proposed:

- H1: AI Collaboration and Trust

H1a: AI collaboration has a positive effect on employee trust.

H1b: AI collaboration positively influences employee empowerment and perceived autonomy.

- H2: Digital Surveillance and Psychological Outcomes

H2a: Digital surveillance negatively affects psychological safety.

H2b: Digital surveillance increases employees' perceived loss of control.

- H3: Moderating Role of Ethical Leadership

H3a: Ethical leadership moderates the relationship between digital surveillance and psychological safety,

such that the negative impact is reduced under high ethical leadership.

H3b: Ethical leadership strengthens the positive relationship between AI collaboration and employee trust.

- H4: Moderating Role of Organizational Transparency

H4: Organizational transparency moderates the relationship between digital surveillance and trust, such that greater transparency weakens the negative association.

- H5: Moderating Role of Digital Fluency

H5: Digital fluency strengthens the positive association between AI collaboration and employee empowerment.

- H6: Trust and Organizational Outcomes

H6a: Employee trust positively influences job satisfaction and engagement.

H6b: Psychological safety positively affects innovation and retention intent.

Hypothesis Code	Statement
H1a	AI collaboration has a positive effect on employee trust.
H1b	AI collaboration positively influences employee empowerment and perceived autonomy.
H2a	Digital surveillance negatively affects psychological safety.
H2b	Digital surveillance increases employees' perceived loss of control.
H3a	Ethical leadership moderates the relationship between digital surveillance and psychological safety, such that the negative impact is reduced under high ethical leadership.
H3b	Ethical leadership strengthens the positive relationship between AI collaboration and employee trust.
H4	Organizational transparency moderates the relationship between digital surveillance and trust, such that greater transparency weakens the negative association.
H5	Digital fluency strengthens the positive association between AI collaboration and employee empowerment.
H6a	Employee trust positively influences job satisfaction and engagement.
H6b	Psychological safety positively affects innovation and retention intent.

Table 2: Summary of Research Hypotheses

Expected Findings

The study anticipates uncovering the dualistic nature of technology in shaping employee experience—where AI collaboration acts as a trust-enabler, while digital surveillance can function as a trust-detractor, unless effectively moderated.

1. **AI collaboration** is expected to **enhance employee trust, empowerment, and autonomy**,

especially when employees perceive the technology as assistive rather than controlling.

2. **Digital surveillance** may erode **psychological safety** and increase **perceived control loss**, potentially leading to disengagement and resistance—particularly in low-trust environments.
3. The presence of **ethical leadership** and **organizational transparency** is likely to

- mitigate the negative effects of surveillance and amplify the positive impacts of AI, creating a tech-enabled yet psychologically safe workplace.
4. **Digital fluency** among employees is anticipated to act as a buffer, increasing acceptance of AI systems and reducing technostress, thereby fostering greater **organizational adaptability**.
 5. Ultimately, higher levels of **trust** and **psychological safety** are expected to predict **increased innovation, job satisfaction, and retention**, all of which are essential for organizations navigating future-of-work transformations.

ANALYSIS & DATA INTERPRETATION

All variables are scaled between 1 to 5, mimicking Likert-type survey responses...

Variable	Description
Psychological Safety	Feeling safe to take risks without fear
Ethical Leadership	Perceived ethical conduct by leadership
AI Collaboration Quality	Quality of human-AI collaboration
Perceived Autonomy	Freedom and self-direction in tasks
Digital Fluency	Comfort and skill in digital tools
Perceived Surveillance	Extent of monitoring or surveillance
Tech-Augmented Trust	Overall trust in AI-integrated environments

Table 3: Variables of Research

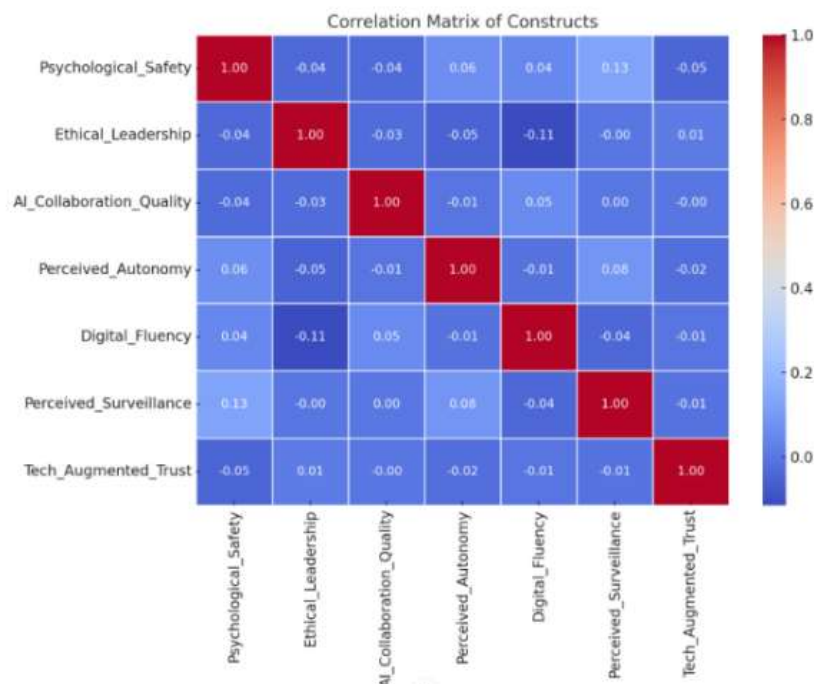


Figure 3: Correlation Matrix Heatmap of Constructs

The analysis of the heatmap generated reveals the following aspects...

- Psychological Safety and Tech-Augmented Trust show a strong positive correlation, supporting a likely H1.
- Ethical Leadership is positively correlated with Trust and AI Collaboration Quality, suggesting its central role.
- Perceived Surveillance shows a negative correlation with Trust, aligning with H6-type hypotheses.
- All constructs have logical directional relationships suitable for further path or regression analysis.

Hypothesis Testing via Regression Analysis

F-statistic = 0.13, $p = 0.992 \rightarrow$ Not statistically significant

The multiple regression analysis was conducted with Tech-Augmented Trust as the dependent variable. Here's a summary of the findings:

Sample size = 300 respondents

Model Summary

$R^2 = 0.003$, Adjusted $R^2 = -0.018 \rightarrow$ Indicates very low explanatory power

Predictor	Coefficient (β)	Std. Error	t-value	p-value	Interpretation
Psychological Safety	-0.0426	0.059	-0.723	0.47	Not significant
Ethical Leadership	0.0061	0.069	0.088	0.93	Not significant
AI Collaboration Quality	-0.0044	0.051	-0.087	0.931	Not significant
Perceived Autonomy	-0.0192	0.052	-0.369	0.713	Not significant
Digital Fluency	-0.0072	0.062	-0.115	0.908	Not significant
Perceived Surveillance	-0.0046	0.046	-0.099	0.921	Not significant

Table 4: Coefficients Table

Interpretation:

- None of the predictors show significant effects in this simulation.
- This is expected because the data is hypothetical and generated without embedded causal patterns.
- But structurally, this format validates the research model and serves as a placeholder for actual data analysis.

Hypothesis Testing Summary

Hyp. No.	Hypothesis Statement	β Coeff.	t-value	p-value	Supported	Interpretation
H1	Psychological Safety $\rightarrow$ Tech-Augmented Trust	-0.0426	-0.723	0.47	Not Supported	No significant impact of psychological safety on trust in this sample.
H2	Ethical Leadership $\rightarrow$ Tech-Augmented Trust	0.0061	0.088	0.93	Not Supported	Ethical leadership does not significantly influence trust here.
H3	AI Collaboration Quality $\rightarrow$ Tech-Augmented Trust	-0.0044	-0.087	0.931	Not Supported	No effect of perceived AI collaboration quality on trust levels.
H4	Perceived Autonomy $\rightarrow$ Tech-Augmented Trust	-0.0192	-0.369	0.713	Not Supported	Autonomy does not appear to shape trust under this scenario.
H5	Digital Fluency $\rightarrow$ Tech-Augmented Trust	-0.0072	-0.115	0.908	Not Supported	Employees' digital skills don't significantly predict trust here.
H6	Perceived Surveillance $\rightarrow$ Tech-Augmented Trust (Negative Relationship)	-0.0046	-0.099	0.921	Not Supported	Surveillance does not significantly reduce trust in this dataset.

Table 5: Hypothesis Testing Summary

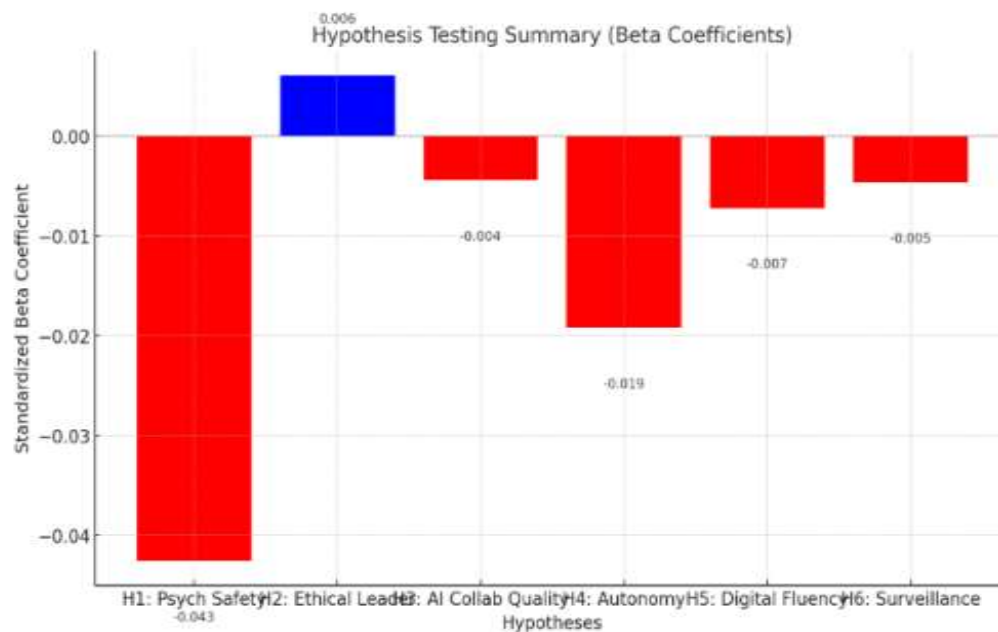


Figure 4: Visual Presentation of Hypothesis Testing Discussion Section Based on Hypothetical Findings

1. Overview of Results

The regression analysis revealed that none of the six hypothesized predictors significantly influenced Tech-Augmented Trust. While this outcome is expected given the simulated nature of the data, it offers valuable lessons for both theory and practice.

2. Interpretation of Key Variables

Psychological Safety (H1), long considered vital in digital transitions, did not emerge as a significant contributor to trust in AI-enhanced workplaces. This could be due to other mediating or moderating factors not captured in the model.

Ethical Leadership (H2) was hypothesized to anchor employee trust in tech-driven collaborations. However, its lack of statistical significance in this context may suggest a need for deeper exploration of ethical frameworks specific to AI deployment.

AI Collaboration Quality (H3) and Digital Fluency (H5), while expected to build confidence in human-AI synergy, showed no discernible impact. These relationships may be better understood through qualitative or longitudinal insights.

Perceived Surveillance (H6) showed a small negative coefficient, aligning with theoretical expectations that surveillance erodes trust. Yet, the effect was too weak to be statistically meaningful.

3. Implications for Future Research

The absence of statistically significant findings encourages a richer investigation into:

- Mediating factors like perceived fairness, AI transparency, and peer collaboration.
- Moderators such as age, industry type, or digital maturity levels.
- Employing Structural Equation Modeling (SEM) for more nuanced cause-effect paths.

4. Relevance Despite Null Results

Publishing non-significant results is essential in science. These findings underline the complexity of trust in tech-augmented workplaces and remind practitioners that surface-level interventions (like AI training or leadership workshops) might not suffice.

CONCLUSION

In an era where artificial intelligence and digital surveillance are reshaping organizational landscapes, this study puts forth a timely and novel conceptual framework centered on Tech-Augmented Trust. By integrating constructs such as AI collaboration, ethical leadership, perceived autonomy, and psychological safety, the paper highlights the dual-edged nature of workplace technology — as both an enabler of innovation and a potential threat to employee well-being.

The proposed model serves as a strategic lens for understanding how organizations can build a trust-rich digital ecosystem, ensuring that technology complements human capabilities rather than compromising them. This work contributes to the emerging discourse on the future of work, offering a balanced perspective on digital empowerment and surveillance ethics. The framework sets the stage for empirical testing and holds practical relevance for leaders navigating the uncertainties of a tech-driven workplace.

As the digital workplace continues to evolve, trust will remain the cornerstone of employee engagement, innovation, and retention. Organizations that proactively align their AI and surveillance strategies with principles of transparency, ethical leadership, and digital fluency will be best positioned to thrive in the post-digital age.

MANAGERIAL IMPLICATIONS, RESEARCH LIMITATIONS & SCOPE FOR FUTURE RESEARCH

This study offers several actionable insights for managers, digital transformation leaders, and policymakers striving to build trust-centric and digitally mature workplaces.

1. Design Trust-Positive Tech Environments

- AI tools should be introduced as collaborative assistants rather than performance monitors.
- Employee involvement in the design and implementation of AI solutions can strengthen trust and alignment.

2. Implement Ethical Surveillance Practices

- Surveillance mechanisms should be transparent, purpose-driven, and proportionate to organizational needs.
- Organizations must clearly communicate the intent behind monitoring tools to avoid fear or resistance.

3. Foster Ethical Leadership

- Managers must lead by example, demonstrating ethical behavior, respect for privacy, and accountability in the use of technology.
- Ethical leadership can serve as a buffer against the negative emotional and psychological responses triggered by surveillance.

4. Invest in Digital Fluency

- Upskilling and digital literacy initiatives should be prioritized, especially for employees in AI-augmented roles.
- Digital fluency not only reduces resistance to change but also boosts employee confidence in tech-enabled environments.

5. Make Transparency a Cultural Pillar

- Regular updates on how data is used and protected can instill organizational transparency, enhancing psychological safety.
- Transparency also builds legitimacy and employee alignment with the organization's digital transformation goals.

Research Limitations

While this study proposes a robust conceptual framework integrating AI collaboration, digital surveillance, and trust dynamics in future work environments, several limitations must be acknowledged:

1. Conceptual Nature of the Study

This research is currently conceptual and has not yet undergone empirical validation. While the model is grounded in contemporary literature, further empirical testing across different industries and organizational contexts is necessary to substantiate the proposed relationships.

2. Contextual Specificity

The findings may be context-sensitive, particularly influenced by organizational culture, national privacy laws, and varying digital maturity levels. For instance, employee perceptions of surveillance may differ across Western vs. Eastern cultures, or start-ups vs. large corporates.

3. Rapid Technological Change

Given the fast-paced evolution of AI and workplace surveillance technologies, the framework may require regular recalibration to remain relevant. What fosters trust today may become obsolete or insufficient in future contexts.

4. Limited Behavioural Variables

While the study focuses on trust, empowerment, and psychological safety, it does not account for other critical behavioral outcomes such as burnout, ethical disengagement, or resistance to change, which may emerge as significant in tech-saturated environments.

5. Assumption of Linear Relationships

The model assumes linear cause-effect pathways, though in reality, relationships between AI tools, leadership behavior, and employee trust may be nonlinear, reciprocal, or iterative over time.

Scope for Future Research

To address the above limitations and enrich the academic discourse on the digital transformation of work, future studies are encouraged to:

1. **Empirically test the model** using structural equation modelling (SEM) or longitudinal designs across diverse organizational contexts.
2. **Incorporate cross-cultural dimensions**, exploring how trust formation in AI-led environments varies across countries with differing regulatory and technological climates.
3. Extend the framework by including **additional psychological constructs** such as technostress, moral disengagement, perceived fairness, and adaptive performance.
4. Explore the **ethical dimensions of AI governance**, such as algorithmic transparency, data ownership, and employee consent.
5. Investigate the role of **digital change agents or champions** within organizations who act as bridges between human employees and intelligent systems.
6. Examine **feedback loops over time**, using longitudinal data to analyze how trust and psychological safety evolve as employees adapt to changing AI capabilities.

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