

AI-Enabled Workload Reduction as a Mediator Between Organizational Culture and Work–Life Integration in IT Professionals

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Abstract

Purpose - This study investigates the mediating role of perceived AI-enabled workload reduction (PAIWR) between organizational culture and work–life integration (WLI) amongst IT professionals in South India, extending the job demands–resources model and sociotechnical systems theory.

Design/methodology/approach - A cross-sectional survey was conducted with 275 IT professionals. Structural equation modelling was used to test the direct and indirect relationships between organizational culture (bureaucratic, innovative, and supportive), PAIWR, and WLI.

Findings - Bureaucratic culture is negatively associated with PAIWR and WLI. Innovative and supportive cultures show no direct positive relationship with WLI; however, both are positively related to PAIWR, which strongly predicts WLI. Mediation analysis confirms that perceived AI-enabled workload reduction partially mediates the relationship between all three cultural types and work–life integration.

Practical implications - Organizations should foster adaptive, technology-positive cultures and strategically deploy AI to reduce workload and enhance employee well-being. Leaders should diagnose their dominant culture type and deploy targeted strategies for AI adoption accordingly.

Originality - This study provides theory-driven and contextualized insights into how AI-

enabled workload reduction operates as a resource pathway linking organizational culture to work–life integration among IT professionals in South India, extending JD–R and socio-technical systems perspectives to AI-enabled work contexts.

Keywords - Organizational Culture, Artificial Intelligence, Perceived AI-Enabled Workload Reduction, Work–Life Integration, IT professionals, South India, Human Resource Management, Organizational Behaviour

Paper Type – Research paper

1. Introduction

Modern technology imposes high-pressure demands on organizations, where digital transformation is no longer a choice but a need for survival. The shift is not merely about accepting new tools, but also to know how it changes the way organizations functions, what they value and how they compete in a rapidly evolving digital space (Feroz and Chiravuri, 2021). The subsequent phase of digital transformation is characterised by the adoption of artificial intelligence (AI) technologies by organizations (Feroz and Kwak, 2024). However, the degree to which these technologies improve employee outcomes is rarely a function of the technology alone; it is critically mediated by organizational culture—the shared values and normative pressures that prescribes how these tools are used and experienced by employees (Robbins *et al.*, 2022; Rughoobur-Seetah, 2024).

Artificial intelligence is central to the decrease of the workload on employees and the automation of repetitive tasks (Dwivedi *et al.*, 2019; Naqbi *et al.*, 2024), which will lead to increased efficiency (Gao and Feng, 2023; Mishra *et al.*, 2022) and the provision of enough time and energy to professionals to concentrate on more value-added activities (Jarrahi, 2019). AI applications reduce mental load and cognitive load in the creative process of work and allow people to focus on the higher-order thinking and innovation (Chandrasekera *et al.*, 2024; Kim and Maher, 2023). While technical implementation of AI is well documented but still a critical gap exists in understanding the psychological transition of how employees would perceive this saved-time.

IT professionals frequently encounter unpredictable workloads and after-hours responsibilities which lead to blurred boundaries between work life and personal life (Pasumarti, 2019). This pressure is witnessed in South Indian IT hubs like Chennai, Bengaluru, Hyderabad and Kochi where the high-intensity project duration often blurs the line between professional and personal life. Work-life integration is a strategy, where work and life roles are combined to balance the interaction of the professional and personal spheres (Chauhan and Rai, 2024; Sham *et al.*, 2024). In contrast to work-life balance, which call on definite boundaries, work-life integration promotes the unrestricted flow of work and non-work during the day (Kumar *et al.*, 2021). Boundary theory and role integration theory interpret that, digital technologies blur boundaries between work and non-work roles (Ashforth *et al.*, 2000). In such contexts, “balance” as strict separation becomes less realistic. By allowing effective integration, job satisfaction (Bocean *et al.*, 2023; Yadav *et al.*, 2022), morale (Jackson and Fransman, 2018) and well-being (Ali *et al.*, 2022) can be improved, as well as it results in increased productivity (Waworuntu *et al.*, 2022) and reduced burnout (Shanafelt *et al.*, 2022).

Drawing on JD–R theory (Bakker and Demerouti, 2017; Demerouti *et al.*, 2001), perceived AI-enabled workload reduction can be conceptualized as a technology-enabled job resource. According to the theory, the balance between job demands and job resources determines employee well-being, and resources directly increase motivation and negatively mitigate the impact of demands (Bakker and Demerouti, 2024). For IT professionals, AI tools can reduce manual coding, automate testing, and streamline project management, thereby directly

decreasing job demands (Liang *et al.*, 2022). AI helps in learning, skill development, and creative problem-solving, and thus, enhance job resources for IT professionals (Bakker and De Vries, 2020). In line with JD-R's focus on situational precursors of resources, organizational culture determines the utilization of AI as a work-enhancing control measure. This paper builds on the Job Demands Resources (JD-R) theory by theorizing perceived AI-enabled workload reduction as a technology-enabled job resource which acts in both the demand-reduction and resource-enhancement channels. The study contributes to JD-R theory by showing how new AI systems can change the way job demands and resources are structured in highly technological work environments.

Socio-technical systems (STS) theory (Appelbaum, 1997) emphasizes the dynamic and reciprocal relationship between human actors and technological systems, instead of theorizing that technology is an isolated driver (Sony and Naik, 2020; Guest *et al.*, 2022). The STS theory provides a model of understanding the antecedents and the outcomes of the implementation of AI in the workplace (Yu *et al.*, 2022). This paper elaborate socio-technical systems theory by analytically examining perceived AI-enabled workload reduction as a specific medium by which the alignment between social systems (organizational culture) and technical systems (AI-enabled work tools) shapes employee outcomes. By focusing on perceived AI-enabled workload reduction, this study advances STS theory by operationalizing socio-technical alignment at the level of employees' experienced workload reduction, thereby demonstrating how organizational culture conditions whether AI functions as a supportive augmentation tool or as a work-intensifying control mechanism.

While studies have shown that AI-supported organizational culture can enhance engagement and reduce employee workload (Rožman *et al.*, 2023), there is a lack of research examining how different types of organizational culture (bureaucratic, innovative, supportive) specifically influence work-life integration through the mediating effect of AI-enabled workload reduction, particularly in the South Indian IT sector. There is a lack of empirical evidence directly linking AI-driven workload reduction to work-life integration, especially as a mediating variable between organizational culture and employee well-being, although some studies have investigated the impact of AI on job burnout and work-life balance (Aloqaily *et al.*, 2025). The study focuses not only on understanding whether technology acts as a job demand buffer or a demand multiplier, but also determines a specific threshold at which AI implementation leads to positive work-life equilibrium for IT professionals within the South Indian landscape. This landscape is considered very important as they are representative of high-pressure environments in the Global IT sector. Most existing studies focus on international contexts or whole Indian IT industry. Little attention is given to the unique cultural, organizational, and infrastructural characteristics of South India's IT sector (Hemanth and Lakshminarayana, 2025).

2. Theoretical Background and Hypotheses.

2.1 Organizational Culture and Work-Life Integration.

Inclusive and flexible organisational cultures, particularly in high pressure industries like IT are the most critical aspects needed in effective work-life integration (Bond, 2004). Bureaucratic cultures often lack supportive policies, flexible scheduling, and support from management for personal needs. So, it is harder for employees to manage work and non-work responsibilities (Fung *et al.*, 2020). Employees in such environments report more difficulty in integrating work and personal life, higher stress, and less psychological detachment from work (Aslam *et al.*, 2020).

Innovative cultures function as resource-rich environments that enhance employees'

capacity to meet job demands while protecting well-being. Innovative cultures facilitate the reduction of the negative effects of working for long hours and high demands, and it support productivity and decrease turnover (Nassani *et al.*, 2024). From an organizational support theory perspective, innovative cultures generate perceptions of organizational support through their fundamental orientation toward employee agency (Eisenberger and Stinglhamber, 2011). When organizations encourage experimentation and tolerate the failures that inevitably accompany genuine innovation, they signal confidence in employees' judgment and commitment to their development.

Remote work, flexible hours, and wellness initiatives are most effective when applied in a genuinely supportive culture (Weale *et al.*, 2020). Family-friendly and participatory environments foster psychological detachment from work during non-work time, and thereby reduce emotional exhaustion, and help employees recover (Dutot *et al.*, 2022). For the effectiveness of organization and the engagement and retention of employee, work-life integration policies are vital (Yadav *et al.*, 2022). However, policies do not suffice; it also needs a culture that would support their application to be effective (Lamane-Harim *et al.*, 2021). Organizational support theory (Eisenberger and Stinglhamber, 2011) demonstrate that perceived organizational support develops when employees experience the organization as voluntarily committed to their well-being. Supportive cultures reduce the psychological burden of managing work and personal responsibilities by eliminating the fear that attending to personal needs will damage one's organizational standing.

According to JD-R theory, work-life integration represents a result of the balance between demands and resources. Organizational culture functions as a meta-resource that shapes the availability and accessibility of specific job resources, including flexibility, autonomy, and social support (Elsamani *et al.*, 2023). Supportive and innovative cultures provide resources that buffer the stress of high demands, by effectively facilitating better balance between work and life which is considered a very important one in the high-pressure IT hubs of South India.

H1a. Bureaucratic Culture is negatively associated with Work-Life Integration.

H1b. Innovative Culture is positively associated with Work-Life Integration.

H1c. Supportive Culture is positively associated with Work-Life Integration.

2.2 Organizational Culture and Perceived AI-Enabled Workload Reduction (PAIWR)

In the accomplishment of AI adoption to an organization, an important role is played by its culture (Collings *et al.*, 2021). Rigid, process-oriented cultures with strict hierarchies and static thinking tend to resist new technologies and thus, slow down or even block AI adoption (Bankins *et al.*, 2023). The agility and adaptability essential for AI projects are undermined by the adherence to rigid rules, which restricts data sharing and collaboration (Campion *et al.*, 2020; Chan *et al.*, 2018). Bureaucratic structures and status quo bias create inertia and it make difficulty in redesigning processes and empowering employees for AI-driven transformation (Madan and Ashok, 2022). From the perspective of the theory of bureaucratic dysfunction, Crozier's (1964) analysis of "bureaucratic vicious circles" explains that bureaucratic systems develop around the elimination of uncertainty and face-to-face discretion, relying instead on impersonal rules and centralized decision-making. AI is generative, probabilistic, and requires continuous learning and adaptation. JD-R theory throws more light on this dynamic. Bureaucratic cultures deny employees of the job resources necessary for successful AI adoption. Resources like autonomy, which allows employees to experiment with new tools, social support and information sharing, which are important for collaborative learning and role clarity, which helps employees understand how AI fits into their work, are all constrained in rigid, hierarchical structures (Cadden *et al.*, 2021). Without these resources, bringing in AI is

more likely to be seen as an extra job task rather than a helpful tool.

Cultures that are open to new technologies, encourage experimentation, and support learning have a higher chance of adopting AI successfully (Kammerlander and van Essen, 2021). These conditions ensure the buildup of trust, autonomy, and the exchange of information, which is the key to successfully integrating artificial intelligence into the working process (Cadden *et al.*, 2021). Drawing from organizational support theory, in a supportive culture, where employees perceive high levels of organizational support, they are more likely to interpret management's push for AI adoption as a discretionary investment in the future success of the organization and their own, rather than a cost-cutting measure designed to replace them (Eisenberger and Stinglhamber, 2011). From a technology adoption standpoint, innovative cultures directly respond to the key determinants of AI acceptance. Employees in such environments that promote psychological safety and encourage experimentation are more likely to see AI tools as useful. Hence, they are more willing to engage in the trial-and-error learning required to use them effectively and this willingness is one of the most important cultural preconditions of successful adoption (Bankins *et al.*, 2023; Murire, 2024). Flexible organisational structures and collaboration practices make it possible to exchange data rapidly, perform cross-functional work, and respond to challenges quickly, which are invaluable in exploiting the potential of AI (Dey *et al.*, 2023). Thus, the study considers PAIWR as a key variable that serves as an effective job resource.

H2a. Bureaucratic Culture is negatively associated with Perceived AI-Enabled Workload Reduction.

H2b. Innovative Culture is positively associated with Perceived AI-Enabled Workload Reduction.

H2c. Supportive Culture is positively associated with Perceived AI-Enabled Workload Reduction.

2.3 Perceived AI-Enabled Workload Reduction and Work-Life Integration

According to JD-R theory, the perceived AI-enabled workload reduction represents a fundamental alteration of the job demands-resources balance. Workload, particularly the burden of mundane, repetitive tasks, is a significant job demand. The ultimate effect of such demands is that they deplete the resources of workplace, leading to stress, burnout and inability to engage in life beyond the workplace. When AI effectively automates or augments (Raisch and Krakowski, 2021) these tasks, it directly reduces this demand (Gusti *et al.*, 2024; Tortorella *et al.*, 2024). The cognitive and physical energy previously used for routine work is freed. This new source of energy can be considered as an important personal resource which employees can subsequently utilize in other areas of their lives such as family, leisure, personal development, and thus increase their ability to integrate work and life (Gao and Zamanpour, 2024). The AI-driven smart workspaces and tools enable employees to have the capability to personalise workspaces and schedules to better integrate the work and life activities according to their needs (Fukumura *et al.*, 2021; Kytsak and Ovsianynkov, 2025; Sood *et al.*, 2020). This autonomy is a key job resource in the JD-R model which empowers employees to organize their workday to accommodate personal responsibilities like childcare and wellness activities. Ultimately, PAIWR serves as a technical resource (job resource) that leads to effective outcome of employees by integrating their work and life in balance.

H3. Perceived AI-Enabled Workload Reduction is positively associated with Work-Life Integration.

2.4 Organizational Culture, Perceived AI-Enabled Workload Reduction and Work-Life Integration

Innovative and supportive cultures create the environment within which the implementation of AI will be most likely to be turned into the real workload reduction. The autonomy, trust, psychological safety, and collaborative norms inherent to the culture in such settings allow employees to adopt AI tools, integrate them into the working processes successfully, and use them to automate routine tasks and complement human (Rožman *et al.*, 2023; Rožman *et al.*, 2022). This free time and psychological energy can be invested in the professional and personal well-being, and it forms a virtuous cycle where technological advancement supports work-life integration (Sun *et al.*, 2025; Aloqaily *et al.*, 2025). Thus, in innovative and supportive cultures, reduced workload with AI serves as a mediator through which these positive cultural characteristics translate into improved work-life integration.

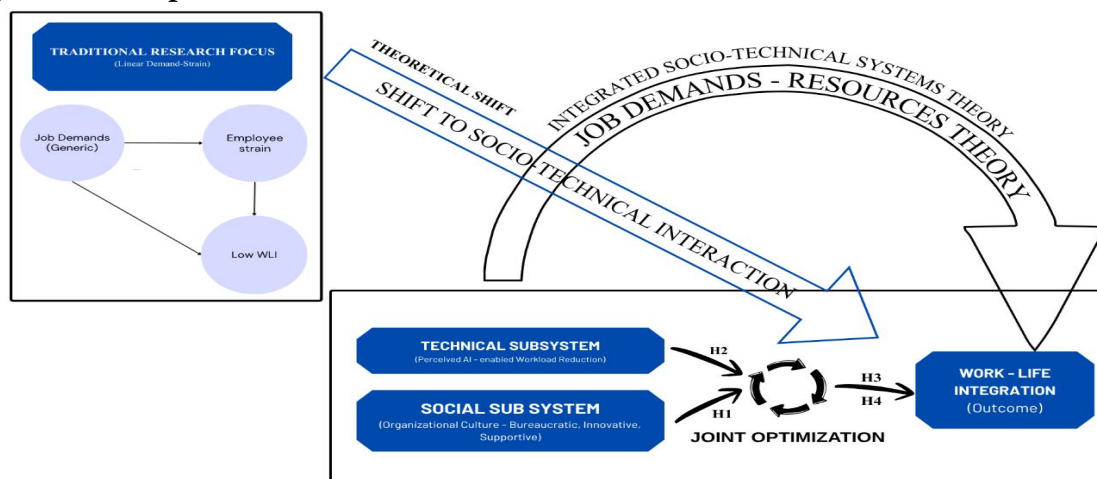
In bureaucratic cultures, this mediating pathway is postulated to be weaker. Bureaucratic environments are characterized by the inflexible processes, top-down decision-making, and aversion to change that restrict the successful implementation of AI and limit its possible advantages (Saha and Kumar, 2018). The cultural context does not allow the full use of AI tools as the means of workload reduction even when it is introduced. Employees may lack the autonomy to experiment with AI, the collaborative structures to share learning, or the trust that the technology is intended to benefit them. Under these conditions, AI adoption might not reduce workload as expected, or could even increase it through "workload creep" (Ranganathan and Ye, 2026). Consequently, the indirect pathway from bureaucratic culture to work-life integration through reduced workload is likely to be attenuated. Organizational culture shapes work-life integration through both direct psychosocial mechanisms (support, autonomy, norms) and indirect technological mechanisms (AI-enabled workload reduction). This dual-pathway model is consistent with the sociotechnical systems perspective, showing that optimal outcomes are achieved when social and technical systems are both optimized.

H4a. Perceived AI Enabled Workload Reduction mediates the relationship between Bureaucratic Culture and Work-Life Integration.

H4b. Perceived AI Enabled Workload Reduction mediates the relationship between Innovative Culture and Work-Life Integration.

H4c. Perceived AI Enabled Workload Reduction mediates the relationship between Supportive Culture and Work-Life Integration.

Figure 1. Conceptual Model



Source(s): Author's own work

The model in figure1 represents not only the shift from traditional focus but also the integration of variables used in the study into the theory, along with the hypotheses to explain its relationship.

3. Method

3.1 Participants and Procedure

To test the given research model, data were collected from employees from IT organizations in large cities in South Indian metropolises of Chennai, Bengaluru, Hyderabad, and Kochi. These regions represent the primary engine of India's digital economy, where the "always-on" culture of global IT service delivery creates a critical need for effective work-life integration strategies. Purposive sampling was used to gather data from a diverse cross-section of 12 distinct IT organizations, including a balanced mix of large multinational corporations (MNCs) and mid-sized software service firms. This multi-organization approach was carefully designed to maintain the independence of observations, a key assumption of Structural Equation Modeling (SEM). By sampling from a large number of firms, the study minimises the likelihood of "clustering" and ensures the results are representative of a larger rather than an individual firm. Purposive sampling is used to sample the organizations for coverage from mid-size organizations to large organisations in information technology, since it enables the targeted selection of the required number of organizations that represent the types of culture outlined in the theoretical model (bureaucratic, innovative and supportive cultures). The permissions are obtained of the companies involved in the study, and informed of the confidentiality and anonymity of their responses. Demographic characteristics of the respondents revealed 72% were married and 28% were not married. In terms of gender, 66% were males and 34% females. The respondents were 22 years or more. Regarding education, 63% of the respondents had a bachelor's degree; the rest had postgraduate degrees or professional degrees.

Thirty participants were involved in the pilot study to determine the reliability and comprehensibility of the questionnaire. The number of standardized questionnaires distributed was 300, with a cover letter outlining the purpose of the study and requesting voluntary participation. To maintain data integrity, all the returned surveys were subjected to a cleaning process following the recommendations of Meade and Craig (2012). The data is cleared for "straight-liners" and "speeders". Following established psychometric protocols, the median completion time was calculated; any respondent who completed the survey in less than one-third of the median time was flagged. After removing 25 cases identified as statistical outliers due to insufficient completion time or inconsistent response patterns, the final usable sample consisted of 275 valid responses, representing a high usable response rate of 91.6%.

3.2 Measures

Organizational culture index developed by Wallach (1983) was used to determine the organizational culture. It is a 24 items questionnaire measuring on a Five-point Likert scale. The instrument captures three core dimensions: Innovative Culture (7 items), Bureaucratic culture (7 items) and Supportive culture (10 items). 1 indicates for almost no extent and 5 for a greater extent. AI-Supported Workload Management Scale developed by Rožman, Oreški, and Tominc (2022) was used to assess perceived AI-enabled workload reduction. It includes 5 items

measured in five-point Likert scale. 1 indicates strongly disagree and 5 indicates strongly agree. Work–Life Integration scale developed by Wepfer *et al.* (2018) was used in order to evaluate people's combining or separating of areas of work and private life. It was first designed as a bipolar scale, and this study used the adapted 10-item version for a unipolar 7-point Likert scale, where higher scores indicate a higher level of perceived synergy and successful integration between professional and personal domains. Because unipolar scales are appropriate when measuring the presence or intensity of a single attribute (Steinberg and Rogers, 2022). The research questions focus on the intensity of integration experiences following perceived AI-enabled workload reduction, making a unipolar format more conceptually aligned with the construct as we have operationalized it.

4. Results

4.1 Preliminary Analysis

4.1.1 Normality

Table I. Skewness and Kurtosis

Variables	Skewness	Kurtosis
BC	−0.160	−0.959
IC	0.084	−0.964
SC	0.005	−1.064
RW	0.009	−1.294
WLI	0.004	−0.905

Source(s): Author's own work

Skewness and kurtosis statistics were calculated to examine the assumption of normality for all the constructs (Blanca *et al.*, 2013). While analysing the table I it is evident that skewness and kurtosis values of all variables, Bureaucratic culture (BC), Supportive culture (SC), Innovative Culture (IC), Perceived AI Enabled Workload Reduction (PAIWR) and Work–Life Integration (WLI), fall well within the acceptable ± 2 range (George and Mallery, 2010), the assumption of normality was satisfied, confirming that the data were appropriate for subsequent parametric and Structural Equation Modelling (SEM) analyses.

4.1.2 Reliability and Validity

Table II. Reliability and Validity

	Cronbach's alpha (standardized)	Cronbach's alpha (unstandardized)	Composite reliability (ρ)	Average variance extracted (AVE)
BC	0.916	0.916	0.917	0.612
IC	0.893	0.893	0.894	0.546
PAIWR	0.914	0.914	0.902	0.649
SC	0.938	0.938	0.938	0.607
WLI	0.901	0.901	0.901	0.478

Source(s): Author's own work

Both Cronbach's alpha and composite reliability ratings were used to evaluate internal consistency for this current research. A construct is regarded as reliable if it has a Cronbach's alpha (α) greater than 0.70 (Hair *et al.*, 2013). The findings in the table II indicated very good reliability across all constructs. Composite Reliability (CR)-indices confirmed strong construct reliability, as all CR-indices were greater than the acceptable minimum of 0.70. The Average Variance Extracted (AVE) values for these constructs (except WLI, 0.478 since the outer loadings were greater than 0.6 it was considered) also surpass the minimum criterion of 0.50 recommended by Fornell and Larcker (1981). These findings establish that each dimension of organizational culture, reduced workload with AI and work-life integration possesses adequate convergent validity, as the majority of the variance in each indicator was captured by its respective latent construct.

4.1.3 HTMT & Common Method Bias

Table III. HTMT

	BC	IC	PAIWR	SC	WLI
BC					
IC	0.544				
SC	0.577	0.487			
PAIWR	0.476	0.398	0.476		
WLI	0.094	0.092	0.754	0.084	

Source(s): Author's own work

Table IV. Results of Harman's Single Factor Test

Component	Eigenvalue	% of Variance Explained	Cumulative %
Factor 1	11.981	30.72%	30.72%

Extraction Method: Principal Component Analysis (Unrotated)

Source(s): Author's own work

As the HTMT values in table III are less than 0.90 it ensures discriminant validity of the constructs used in the study. To assess potential common method variance (CMV), Harman's single-factor test was conducted. From table IV, it is evident that the first factor accounted for 30.72% of the total variance, which is below the recommended threshold of 50% (Podsakoff and Organ, 1986). This suggests that common method bias is unlikely to significantly affect the study findings.

Table V. Results of Common Latent Factor test

Indicator Comparison	Without CLF (Std. Loadings)	With CLF (Std. Loadings)	(Std. Difference
Range (Minimum)	0.609	0.526	0.028

Range (Maximum) 0.869 0.829 0.086

Source(s): Author's own work

In addition, a common latent factor (CLF) approach was employed and is shown in table V. The differences in standardized loadings ranged from 0.028 to 0.086, differences below 0.20 are generally considered indicative of negligible method effects. This indicates that common method variance does not substantially influence the measurement model or structural relationships

4.1.4 Multicollinearity

Table VI. Multicollinearity

Predictor Variable	Tolerance	VIF
Bureaucratic Culture (BC)	0.605	1.652
Innovative Culture (IC)	0.7	1.429
Supportive Culture (SC)	0.631	1.584
Perceived AI-Enabled Workload Reduction (PAIWR)	0.737	1.356

Multicollinearity was assessed using variance inflation factor (VIF) values obtained from multiple regression analysis. By interpreting table VI, it can be understood that all VIF values ranged between 1.52 and 2.47, well below the conservative threshold of 5 and tolerance values exceeded 0.20 (Hair *et al.*, 2010). These results indicate that multicollinearity is not a concern in the present study.

4.2 Measurement Model and CFA Fit Indices

Table VII. Results of CFA

X^2/df	CFI	GFI	NFI	AGFI	RMSEA
1.671	0.929	0.759	0.842	0.759	0.051

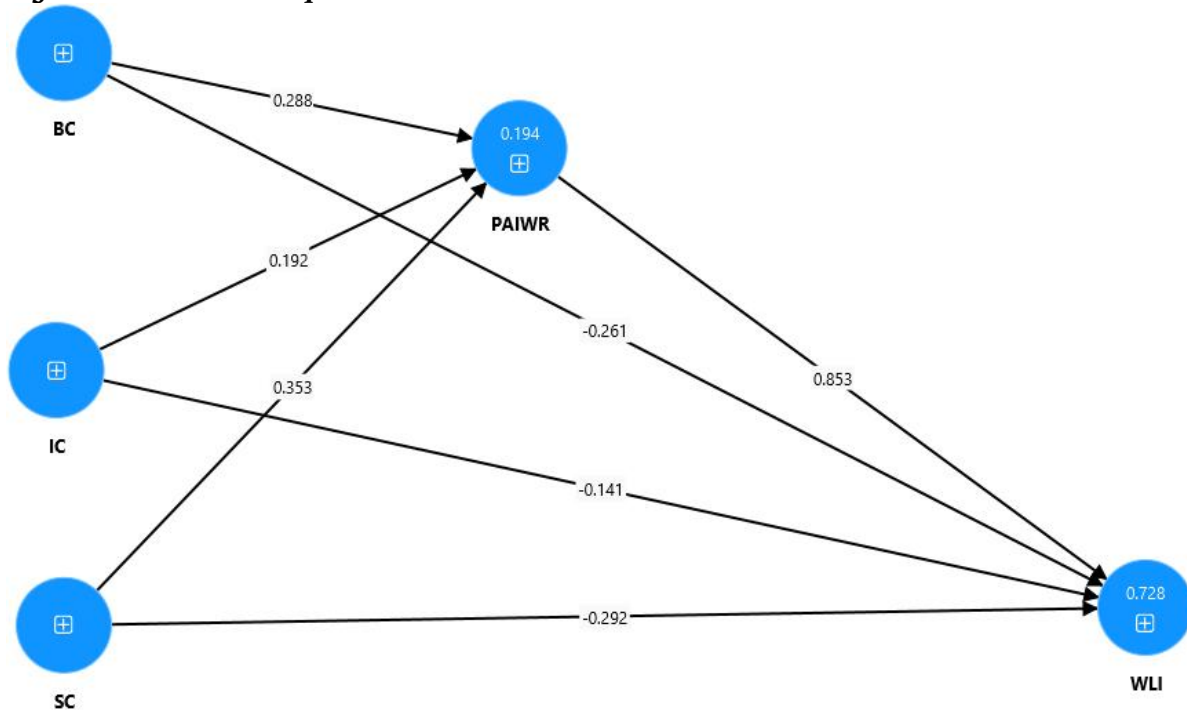
Source(s): Author's own work

When examining the table VII, there was a satisfactory overall fit of the measurement model to the data. The ratio of chi-square to degrees of freedom ($X^2/df = 1.671$) was lower than the recommended value of 3.0, which means that the model fits well (Carmines and McIver, 1981). Incremental fit measures were also adequate, with CFI = 0.929 exceeding the recommended threshold of 0.90 (Hu and Bentler, 1999), and NFI = 0.842 surpassing the acceptable level of 0.80 (Ullman, 2001). These values indicate that the model provides a satisfactory representation of the data relative to the null model. Despite the fact that GFI (0.759) and AGFI (0.759) were a little lower than the desirable 0.90 value. GFI and AGFI are sensitive to model complexity, and values above 0.70 may be considered adequate in complex models with multiple constructs and indicators (Doll *et al.*, 1994). RMSEA = 0.051 was less than 0.08 (Browne and Cudeck, 1993), which proved that the model fits well. On balance, the findings indicate that the model is quite suitable to the data and is in compliance with the

recommended SEM standards (Hair *et al.*, 2010; Kline, 2018).

4.3 Structural Model and Mediation Analysis

Figure 2. Structural Equation Model



Source(s): Author's own work

Table VIII. Reliability and AVE (After removing Weak Loadings)

	Cronbach's alpha (standardized)	Cronbach's alpha (unstandardized)	Composite reliability (ρ)	Average variance extracted (AVE)
BC	0.916	0.916	0.917	0.612
IC	0.893	0.893	0.894	0.546
PAIWR	0.914	0.914	0.902	0.649
SC	0.938	0.938	0.938	0.607
WLI	0.889	0.889	0.892	0.508

Source(s): Author's own work

Though AVE of WLI was accepted in CFA, but for SEM the study considered to exclude the weak loadings and hence two items (WLI=0.609 and WLI8=0.610) were removed, it contributed to increase in AVE of WLI. This was considered for analyzing the structural model using CB-SEM (Smart PLS 4).

Table IX. Model fit of SEM

X^2/df	CFI	GFI	NFI	AGFI	RMSEA
1.755	0.925	0.814	0.842	0.789	0.054

Source(s): Author's own work

The SEM model fit results ($X^2/df = 1.755$, CFI 0.925, GFI = 0.814, NFI= 0.842, RMSEA = 0.054) were also within the threshold range as mentioned in CFA. The direct and indirect effects

between constructs are represented in Table X.

Table X. Path Analysis

Relationships	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics(O/STDEV)	P Values
<i>Direct Effects</i>					
BC→PAIWR	0.271	0.272	0.076	3.574	0.000
BC→WLI	-0.273	-0.275	0.059	4.652	0.000
IC →PAIWR	0.159	0.157	0.077	2.061	0.039
IC→WLI	-0.131	-0.132	0.058	2.246	0.025
PAIWR→WLI	0.950	0.951	0.036	26.601	0.000
SC→PAIWR	0.308	0.309	0.076	4.076	0.000
SC→WLI	-0.284	-0.282	0.058	4.902	0.000
<i>Indirect Effects</i>					
BC → PAIWR → WLI	0.258	0.259	0.074	3.459	0.001
IC → PAIWR → WLI	0.151	0.149	0.074	2.048	0.041
SC → PAIWR → WLI	0.293	0.295	0.076	3.863	0.000

Source(s): Author's own work

The mediation analysis examined the role of Perceived AI-Enabled Workload Reduction (PAIWR) in the relationship between the three dimensions of organizational culture—Bureaucratic Culture (BC), Innovative Culture (IC), and Supportive Culture (SC)—and Work-Life Integration (WLI). As shown in table X and figure 2, all three organizational culture dimensions exhibited significant negative direct effects on Work-Life Integration (WLI). Bureaucratic Culture ($\beta = -0.273$, $p < 0.001$) and Supportive Culture ($\beta = -0.284$, $p < 0.001$) demonstrated small-to-medium negative direct effects, while Innovative Culture ($\beta = -0.131$, $p < 0.05$) showed a small negative direct effect. Thus, H1a was accepted and H1b and H1c have been rejected.

Each dimension has significant direct effects on perceived AI-enabled workload reduction, though with varying effect sizes. Bureaucratic Culture ($\beta = 0.271$, $p < 0.001$) and Supportive Culture ($\beta = 0.308$, $p < 0.001$) demonstrated small-to-medium effects, while Innovative Culture ($\beta = 0.159$, $p < 0.05$) showed a small effect. Since, all these effects are positive, H2a got rejected while, H2b and H2c were accepted. Furthermore, PAIWR had a strong positive effect on WLI ($\beta = 0.950$, $p < 0.001$), confirming that perceived AI-related workload reduction enhances employees' work-life integration and so, H3 has been accepted. The bootstrapped indirect effects revealed significant mediation across all three paths: BC → PAIWR → WLI ($\beta = 0.258$, $p = 0.001$, 95%), IC → PAIWR → WLI ($\beta = 0.151$, $p = 0.041$), and SC → PAIWR → WLI ($\beta = 0.293$, $p < 0.001$, 95%). Since both direct and indirect effects were significant, the results indicate partial mediation (Baron and Kenny, 1986). H4a, H4b and H4c were supported by this finding and therefore accepted.

5. Discussion

The results of this study contribute to the understanding of how perceived AI-enabled workload reduction mediates the relationship between organizational culture and work-life

integration. The findings demonstrate the potential and the limits of the AI-supported reduction of workload in a complex organizational environment. Although it was theorised from the existing literature that the presence of both innovative and supportive cultures would have a direct positive link with work-life integration, the outcomes did not verify the immediate impacts. While innovative cultures are theoretically characterized by creativity and experimentation, in practice, they often translate into project-based workflows with non-negotiable deadlines and a high value on rapid problem-solving. Based on the theory of Job Demands-Resources (JD-R), cognitive and emotional demands that come along with continuous innovation processes including the need to be on the cutting edge of technological trends, invent new solutions, and undergo continuous learning may become hindrance demands instead of challenge demands. Innovation-oriented cultures could be associated with the need to generate new ideas or solve the problems, which may fall outside the usual working hours, high activity of the employees, flexibility, and accessibility, often go hand in hand (Bhargava, 2025), and these factors have been found to correlate with increased blending of work and personal life domains (Montani *et al.*, 2020).

Supportive cultures are based on teamwork, collaboration and interpersonal support and are largely associated with positive results like job satisfaction and organisational commitment. However, in the IT and digital work, those environments unintentionally lead to the growth of employee demands (Vos *et al.*, 2025; Doargajudhur *et al.* 2025). This finding can be theoretically grounded in social exchange theory and the norm of reciprocity. In a highly supportive culture, employees may feel a heightened sense of responsibility to reciprocate the support they receive from colleagues. Employees tend to help their co-workers and perform other duties, which can be associated with role overload and increase work-life conflict (Huo and Jiang, 2023; Zhang *et al.*, 2025). The existence of the so-called supportive behaviours enhances the strength of interpersonal demands (Nguyen and Sawang, 2015), including regular check-ins and communication, which have been linked to emotional exhaustion (Kossek *et al.*, 2024).

There is a lack of a significant negative correlation between bureaucratic culture and perceived AI-enabled workload reduction. This can be explained by integrating institutional theory with socio-technical systems theory. Bureaucratic organizations, with their standardized and well-documented procedures, may actually facilitate certain aspects of AI integration, including workflow automation and rule-based decision systems (Giest and Klievink, 2022; Ng *et al.*, 2021). Strong management control would enable managers to mandate AI adoption, conduct training, and formalise integration of AI systems across units, which would lead to quick adoption and organisational-wide use of AI (Madan and Ashok, 2022).

The discussion effectively substantiates that perceived AI-enabled workload reduction is an essential mediating factor in such relationships. This finding provides insight into the subtle roles that culture plays, showing how the effects of a culture's values and structures on employee well-being is mediated by its capacity to harness the benefits of AI for efficiency. The mediation model offers a more specific and theoretically more complex explanation of the way culture is transformed into physical results to the IT professionals. The mediating effect can be especially strong in bureaucratic cultures. Although the culture itself is a direct barrier to the work-life integration due to inflexibility and formalization (Bankins *et al.*, 2023), its structural characteristics simultaneously enable the deployment of AI tools that can automate administrative burdens. Thus, the impact of bureaucratic culture on work-life integration is not a direct and negative one. It has a direct negative and indirect positive cultural impact which is balanced by the successful application of work-reducing AI (Hessari *et al.*, 2024; Rožman *et al.*, 2023). In the case of innovative cultures, the mediation analysis demonstrates

the reasons why the direct positive effect on the work-life integration was not realized as hypothesized. The innovative cultures generate a demand system (creativity, experimentation, rapid iteration) that exhausts personal resources, and at the same time, generates a supply system (technological adoption, AI tools) that restores them. This duality is reflected in the mediation model. AI workload reduction is the mechanism through which innovative cultures can reduce their adverse spillover effects. The innovation demands without AI would most probably increase the work-life conflict further. With AI, employees can meet innovative expectations more efficiently, preserving personal time. Similarly, the mediation through AI workload reduction provides a crucial explanation for the non-significant direct effect of supportive cultures. In such cultures, employees spend a lot of time and emotional commitment on sustaining relationships and helping colleagues. Workload reduction using AI interferes with this process by automating the task-based element of work, therefore, releasing cognitive and temporal resources into the hands of the employees that they can utilize to respond to the interpersonal needs without compromising their personal lives.

5.1 Theoretical Implications

The findings extend both job demands-resources (JD-R) theory and socio-technical systems (STS) theory by showing how perceived AI-based workload reduction is a pathway of technology-mediated resources that connects organizational conditions to the outcomes of employee well-being. In line with the JD-R theory, AI-driven workload reduction is a demand-cutting and capacity-increasing job resource that determines how employees deal with work demands and maintain work-life integration. Meanwhile, the findings are consistent with the STS theory as they indicate that the efficiency of AI as a workload-reducing resource depends on the socio-technical fit, in the sense that the organizational culture predetermines the implementation of AI as the supportive augmentation tool or work-increasing control mechanism. Collectively, these results contribute to JD-R by integrating digital work design and human-AI cooperation in resource pathways and STS by empirically operationalizing the socio-technical alignment as employees experience a reduction in their workload, emphasizing that the implications of AI on well-being are not technologically deterministic but instead shaped by human factors.

5.2 Practical Implications

The findings of the study on AI-based workload reduction and work-life integration in organisations offer a number of practical implications to leaders, HR professionals, and policymakers. The study facilitates organisations to harness the power of AI to minimize workloads and provide work-life integration simultaneously without compromising on the wellbeing of the employees and organisational performance. The results of the mediation show that culture influences the facilitation of AI implementation and the processes by which AI influences employees. The leaders are therefore advised to identify and implement specific strategies based on their dominant culture type. Formal procedures and hierarchical decision-making that traditionally hinder flexibility in bureaucratic organizations can be made resources to help AI be deployed. Leaders ought to systematically audit the current standard operations procedures to determine the high volume and low complexity processes that can be automated. The innovative cultures produce the need to constantly ideate as well as provide technological solutions. The leaders must clearly make AI not seem as competition to creativity but as a way of ensuring that time is created to be creative. In supportive cultures, leaders must implement AI tools that lessen the task load related to collaboration, including automated meeting summaries, smart scheduling assistants, mutual project management

platforms that lighten them of the need to constantly check-in, and the employee can devote the remainder of the human interaction to genuine, value-added support.

The most common metrics of AI success in organizations are cost reduction or productivity increase. Nevertheless, the results indicate that workload decrease is a paramount process that connects AI with the well-being of the employees. Leaders are thus advised to add traditional measures with employee-focused ones including perceived workload, after-hours working time, cognitive load, and work-life integration. Pulse surveys and AI usage analytics on a regular basis would assist in determining whether AI is actually lessening the workload or shifting it.

5.3 Limitations

The use of a cross-sectional design would not make it possible to establish the causal relationships between organisational culture and perceived AI-based workload reduction, as well as work-life integration. It was conducted among the IT professionals, who tend to be more technologically advanced and more knowledgeable about AI-based tools than any other group of professionals. It implies that the results should not be generalized to non-IT populations or industries that are not yet embracing AI. Cultural and contextual factors can also influence the results and they are specific to certain organisations, regions or work environments.

5.4 Scope for Future Study

To reveal stronger causal links between organisational culture, AI-facilitated reduction of workloads, and work-life integration, scholars can use longitudinal or experimental research design. Further research should include a broader list of mediators or moderators, including technology acceptance, digital literacy, employee autonomy, technostress, job demands and psychological safety, to have a more complete image of how AI affects the well-being of employees. Further studies can be conducted in other sectors or even carry out cross-industry comparisons to determine whether the effect of AI-based workload reduction is dissimilar in less technologically intensive settings. In order to supplement the self-reported perceptions, the objective measures of AI adoption, performance data, or organisational culture measures could be added to multilevel or organisational-level studies. The deeper qualitative or mixed-methods investigation may be more informative since it will entail researching the individual experience of the employees who utilize AI tools, their workload alterations, and the cultural dynamics of the same. The additional research could also be carried out on the culturally diverse or international samples in order to determine the cross-cultural variations, considering that organisational culture and AI integration may be different across countries, regions or forms of organisations.

6. Conclusion

This study demonstrates that organizational culture influences work-life integration among IT professionals primarily through an indirect pathway mediated by AI-supported workload reduction. Statistical findings revealed that while bureaucratic culture exerts a significant negative direct effect on work-life integration, confirming that rigid structures and formalized procedures inherently negative to the capacity of employees to integrate work and personal life consequently, neither innovative culture nor supportive culture demonstrated significant direct positive impact on work-life integration. This suggests that the pressures of continuous upskilling and relational reciprocity inherent in these cultures often offset their perceived benefits. Most importantly, perceived AI-facilitated workload reduction had a strong mediating influence between all three types of cultures and work-life integration, showing that

the positive impact of innovative and supportive cultures is exclusively mediated by their ability to facilitate the successful adoption of AI, whereas the negative effect of bureaucratic cultures is partially compensated by AI acting as a compensatory factor. These mediation patterns confirm that AI acts as the essential transmission mechanism: a culture must first enable the practical, workload-reducing application of technology before employees experience greater work-life integration. Shifting the strategic focus from promoting generic cultural values to deliberately fostering the specific cultural elements, technological openness in innovative cultures, task-automation readiness in bureaucratic settings, and collaboration-preserving efficiency in supportive environments unlock AI's potential to genuinely reduce workload and enhance employee well-being.

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