V

CHAPTER FIVE

DEVELOPMENT OF ORGANIZATIONAL BEHAVIOR MANAGEMENT SYSTEMS IN THE IMPLEMENTATION OF ANTHROPOMORPHIC AI AGENTS IN ENTERPRISES

Dr. Nabira Zharkinbayeva

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Development of Organizational Behavior Management Systems in the Implementation of Anthropomorphic AI Agents in Enterprises

Nabira Zharkinbayeva[1]

[1] SBS Swiss Business School, Zurich, Switzerland
Corresponding Author: Nabira Zharkinbayeva, sophys@inbox.ru

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Abstract

This paper examines the impact of artificial intelligence on organizational behavior. Recent research highlights both significant benefits and hidden risks of implementing AI agents for corporate culture and employee psychological safety. This paper conducts a qualitative study through interviews with 16 top managers from leading industries regarding the effectiveness and sustainability of AI tools implemented in their workplaces. The study aims to identify adaptive mechanisms for interaction with anthropomorphic AI and analyze employee satisfaction. The paper examines the quality of work life and the socio-psychological climate within the team after the implementation of anthropomorphic AI tools, as well as their impact on the company's economic performance. Issues of employee isolation and loneliness, a possible decrease in overall team cohesion and team behavior, and the impact of such technology on an organization's unique cultural characteristics are explored. The goal is to understand how AI agents could influence individual behavior and employee perceptions. Do employees experience technostress, is their decision-making power expanded, or is algorithmic constraints imposed on them? The work also explores how organizational culture was reformed and how the organization's development strategy was implemented through the creation of an effective motivational mechanism to ensure employee development, trust, loyalty, and creativity, as well as the organization's operational and development effectiveness following these key decisions. The paper places particular emphasis on individual and post-AI-agent variables and their impact on organizational behavior as an integral part of strategic management and industry leadership.

Keywords: *Organizational behavior, psychology management, social anthropology, artificial intelligence, anthropomorphic AI agents.*

INTRODUCTION

Changes in the external and internal environments of enterprises, the emergence of new technologies, and advances in understanding human behavior necessitate the development and practical implementation of organizational behavior (OB) models that meet the demands of the times. In classic way, such models embody the ideas of partnership, teamwork, group dynamics, involvement in decision-making, a focus on satisfaction, and individual self-realization. However, lately the emergence of anthropomorphic artificial intelligence (AI) agents is fundamentally reshaping organizational behavior, which occupies a special place among other management disciplines as a research area that focuses on the characteristics of human behavior to a much greater extent than other disciplines (Aganova & Kathry, 2025).

It should be emphasized that, from an organizational behavior perspective, profit, management structures, and communication flows are factors that influence and shape employee behavior (Black et al., 2025). Therefore, the active implementation of the latest technological advances in an organization could have left its mark on individual behavior within a group. The reviewed literature is replete with methods for implementing AI agents in organizations, their effectiveness, and pros and cons. However, the psychological impact of these agents on individual behavior and employee perceptions warrants further research due to the paucity of research in this area. This research aims to determine whether AI agents can influence organizational behavior after their implementation. Do employees experience technostress, is their decision-making power expanded, or is algorithmic constraints imposed as a result?

Problem statement. The conducted theoretical review indicates that the studied area is relatively new, and although there is a sufficient number of studies, this area is still understudied and requires research attention. In particular, the review showed that researches are mainly focused on: studying the methods and mechanisms for implementing AI protocols in organizations to create more reliable, adaptable, and trustworthy autonomous intelligence (Qu et al., 2025); on the relevant and necessary human skills for AI implementation (Yee et al., 2025); on expanding the ability of corporate teams to make automated decisions based on multiple interacting protocols (Gironacci, 2025); as well as studying the ways to overcome barriers to the implementation of innovative AI-based solutions and change management (Hoffman et al, 2025; Li et al, 2025). However, there is a lack of research on the socio-psychological aspect in this regard (Lee et al., 2025; Aganova & Kathry, 2025), which makes the subject area of this work relevant. Of interest for the study are the variables studied by the McKinsey Global Institute (2025) on skill partnerships in the era of AI. According to their data, approximately 72% of skills will be needed for both the work that can be performed by AI and the work that should be performed by people (Yee et al., 2025). In addition, a survey conducted at PwC (2025) showed that 60% of top managers believe that AI develops the innovative potential of the organization, however, operationalization aspects remain the main challenge, and they pointed to the need to develop an organizational management system for agent-based AI (Sen, et al., 2025). Furthermore, according to Deloitte's latest report, "State of AI 2026," data infrastructure, management, and workforce restructuring are lagging significantly behind the pace of AI technology adoption (Rowan et al., 2026), raising the need to study the impact of such interactions and the impact of such partnerships on the psychological well-being of employees within an organization.

The purpose of this study is to examine modern methods for influencing individual and group behavior during the implementation of AI agents, identifying organizational performance gaps, if any, and effectively building interpersonal relationships to improve organizational

effectiveness in working with and partnering with AI. The object of this study is the process of shaping and changing employee organizational behavior in the context of implementing intelligent systems. The subject of this study is the psychological mechanisms of influence of anthropomorphic AI agents, taking into account classical typologies of individual personality.

Research objectives:

- To develop an understanding of modern trends in the development of organizational behavior;

- To demonstrate the diversity of psychological challenges faced by individuals in a team in the post-AI implementation period;

- To explore AI agents and demonstrate their impact on individual employees;

- To present possible development schemes for organizational systems and AI implementation processes that place people, their abilities, and needs at the center;

- To demonstrate ways to change individual and group behavior in accordance with organizational performance criteria in partnership with AI.

In light of the stated research objective, the following research questions were formulated:

- How and why do AI agents influence the dynamics of organizational behavior, corporate values, culture, and employee psychological well-being?

- To what extent does the level of psychological safety in a team change, and does it change, after the implementation of AI agents?

- How and why does the implementation of AI agents impact employee intrinsic motivation, trust, and delegation?

- Do AI agents create information overload and technostress, or do they enhance decision-making?

Answers to the research objectives and research questions are expected to identify and theoretically substantiate patterns in which personalized interaction with AI systems becomes a factor in transforming organizational behavior and in the formation of new organizational behavior management systems. The novelty of this study lies in its examination of the psychological consequences of interaction with AI agents and the development of psychological mechanisms for influencing organizational employees, taking into account individual characteristics.

The theoretical and practical significance of the study is aimed at expanding knowledge in line with existing challenges in managing modern innovations and technologies in organizational governance in connection with the introduction of anthropomorphic AI agents: managing motivation and incentives for work activity, creating and maintaining a moral and psychological climate within the organization; improving the ethical level of business relations and the effectiveness of business communication; managing organizational culture; managing conflict and stress; and managing disciplinary relations.

The research model is based on an interpretivist paradigm, a qualitative method, including in-depth interviews with 16 senior managers from leading industries, as well as an analysis of relevant literature, including the most recent theoretical constructs and advances published in peer-reviewed academic journals. Specifically, the study analyzes existing data on

the impact of anthropomorphic AI agents, the methods and resources involved in management and production, and the impact of these technologies on labor relations. It examines how advanced technologies enable more and better performance, whether they impose limitations on employee skill levels, and whether they are associated with benefits or costs.

Since one of the key distinguishing features of organizational behavior management is its interdisciplinary nature, the study also encompasses classical psychological theories and behavioral sciences on systematized knowledge, the nature and causes of human behavior, and its relationship with other disciplines - management, social anthropology, economic theory, IT, and others. An analysis is made of the extent to which the increasing role of technology in organizations and the computerization and digitalization of production, the redistribution of labor from one area to another, the unification and division of functional responsibilities, the widespread implementation of technology and the development of user-oriented software, the rapid development of the capabilities of the Internet of Things, and the AI of things – all these factors are exerting increasing pressure on organizational behavior, complicating the problems of ensuring a conflict-free balance between technical and social systems.

Research Structure: Section Two is devoted to a critical analysis of the existing literature on the study's subject and includes the theoretical and methodological foundations of psychological interaction in a digital organizational environment, exploring the evolution of concepts in management psychology and organizational behavior in the digital era. It also examines the technology of artificial things, including the phenomenon of anthropomorphism and theories of parasocial interaction in the human-technic system, emotional management, and modern AI research, as well as the psychology of interaction with AI as a foundation for personalizing management impact. Section Three describes the study design, data collection methods, and ethical aspects. Section Four presents an analysis of the primary data obtained from the in-depth interview, its interpretation, and a discussion of the results. Section Five summarizes the reviewed data, provides recommendations, recommendations for practical implementation, limitations, and suggestions for future research.

LITERATURE REVIEW

Managing organizational behavior in a digital corporate environment

Until recently, courses on human behavior and interpersonal skills received comparatively little attention in the academic community (Robbins & Judge, 2019). Now, this discipline is included in the curricula of educational institutions in the socio-economic fields and spans a variety of programs, including management, public administration, and others. More specifically, by the end of the 20th century, the discipline of "Organizational Behavior" had finally emerged as an interdisciplinary and theoretical-applied branch of scientific knowledge, incorporating tools from disciplines such as organizational theory, psychology, sociology, management, human resources management, scientific organization of labor, and others (Mkrtychyan, 2019). This unification of various disciplines is explained by the fact that organizational behavior encompasses the study of human activity at all levels of the organization and represents a behavioral approach to management. However, the explosion of technology over the past few decades has presented new challenges to the management of organizational behavior and has necessitated the search for new knowledge and research in response to these challenges. In

management, an organization is defined as a socially structured system consisting of groups and individuals working together to achieve goals. A key characteristic of an organization is the presence of consciously coordinated human work activity (Mkrtychyan, 2019).

Digging deeper, the term "organizational behavior" (OB) refers to the behavior of individuals and groups within an organization and the organization itself in the external environment. As a science, organizational behavior includes two components (Robbins & Judge, 2019):

- the behavior of organizations, as it manifests itself in relation to individuals and groups within the organization and to external actors;

- the behavior of people within these organizations, as it manifests itself in relation to each other and to the organization as a whole.

Based on this understanding, one might assume that the patterns of organizational behavior should be universal across all types of organizations. However, according to classical theory, organizational behavior takes into account the specifics of different types of organizations and the personality typologies of individuals within them. Individuals who join a company accept a range of constraints on their behavior. These constraints are dictated by the existing organizational culture, values, forms, and rules of conduct, as well as the mission and goals of the organization. However, human behavior cannot be explained simply. Individual differences, such as demographic characteristics, abilities and skills, psychological characteristics, value systems, attitudes, and other variables, can differ from the values and visions of individual (Black, 2025). The recognition that people are an organization's primary resource makes organizational behavior management increasingly socially responsible toward employees, consumers, suppliers, investors, the natural environment, and society as a whole (Robbins & Judge, 2019). Thus, organizational behavior involves studying and shaping the effective behavior of individuals, groups, and the organization as a whole to achieve goals and long-term survival in a constantly changing environment (Mkrtychyan, 2019; Black, 2025).

This position makes the development of modern organizational behavior management systems relevant to the implementation of artificial intelligence technology in enterprises. New approaches to organizational behavior management in preparing specialists for work in changing conditions mean developing understandable and accessible methods of people management that take into account the individual characteristics of each individual, enabling the organization to achieve its corporate goals with maximum efficiency.

A Psychological Management Approach Through Personality Typology in the Context of Organizational Behavior Development

Often, the basis for understanding human behavior in an organization is reduced to the individual activities of people and their causality, purposefulness, and motivation, which form the basis of the organization's overall performance. This is why understanding human behavior and individual personality is crucial for effective organizational management. Understanding human behavior in an organization requires a detailed understanding of individual differences and characteristics, in order to understand how these individual characteristics influence employee behavior and performance.

Interpersonal relationships within a team are equally important. According to a survey by

Robbins & Judge (2019) of more than 2,100 executives from 20 industries, a lack of interpersonal skills is the main reason for a lack of purpose and motivation, which prevents employees from advancing in their careers. The targeted implementation of organizational behavior principles in organizations can lead to desired organizational outcomes, such as attracting and retaining high-performing employees; creating conditions for job satisfaction, stress, and turnover; and promoting awareness of social responsibility (Robbins & Judge, 2019).

For a more detailed understanding of individual differences, consider Belbin's (1981) model, developed as a result of a large-scale 9-year experimental project involving 120 teams in collaboration with Henley College of Management. This experiment was based on Carl Jung's (1936) classification of extroverts and introverts, which Belbin expanded and developed during his research and confirmed with reliable results in his work on team management. It should be emphasized that the central theme in terms of the objectives of Belbin's experiments was the study of the concept of team roles, which took into account the characteristics and behavioral patterns of team members, who differ in individual characters and abilities. Jung (1936) defines psychological social personality type as the innate mental structure of an individual. This structure, depending on the level of development of such mental functions as emotions, sensations, intuition, and thinking, predetermines the specific type of information exchange between an individual and the external environment, information about which is briefly presented in Table 1.

Table 1: Jung's Psychological Social Personality Typology

Rational	Irrational
Extroverted Thinking Type *intellectual understanding, logical thinking from the outside*	Extroverted Sensing Type *perception through the senses from the outside*
Extroverted Feeling Type *the emotional function of subjective external evaluation*	Extroverted Intuitive Type *the perception of unconscious content from the outside*
Introverted thinking type *intellectual understanding, logical thinking from within*	Introverted Sensing Type *perception through the senses from within*
Introverted Feeling Type *the emotional function of subjective evaluation from within*	Introverted Intuitive Type *the perception of unconscious content from within*

Table 1. A Psychological-Social Personality Typology according to Jung (1936, pp. 263–306)

According to Jung (1936) these eight personality types are inherent to all individuals and are composed of such variables as sensation, thinking, feeling, and intuition, expressed in two aspects - rational and irrational. However, each of these is developed differently within each individual due to their natural character. The term "extrovert" should be understood as a character trait of someone who openly expresses their thoughts and feelings, while introverts are understood as individuals who only partially express themselves outwardly, revealing themselves when they feel trust in others or in exceptional circumstances. Both types of behavioral classifications are completely adequate; each person primarily remains within their own boundaries. While an introvert requires some time for reflection - this is an objective requirement, an extrovert requires attention and is directed toward the outside world, toward communication. In other words, an extrovert is an individual who, in all their judgments, perceptions, and actions, feels the dominant role and driving force in external factors, while an introvert's motivation stems

primarily from the subjective, from an internal need. For a complete orientation, all eight types must cooperate equally in the process of formation regarding collective activity (Jung, 1936). And to manage organizational behavior, understanding these individual differences is essential for predicting and controlling human behavior at work.

However, Belbin's model, (1981) also proceeds from the established principle of that: some teams perform effectively, others poorly. In light of the research subject, this principle can be translated into: some organizations perform effectively, others do not. In the course of a large-scale study on team building, Belbin (1981) was able to establish that every individual possesses all eight of these psychological qualities. However, as expected, they have different degrees of expression in the individuals participating in the research project. It should be noted that Belbin, unlike Jung, assigned different meanings to the type names. Nevertheless, upon closer examination and comparison, they share common characteristics. In particular, it was discovered that naturally effective teams are formed in a very exceptional manner. But in order to create the required combination of a group of people, it is necessary to follow certain knowledge of individual characteristics according to the established personality typology, which is briefly presented in Table 2.

Table 2. The necessary personal qualities of role players when assigning roles in an effective team

Type	Prominent Features	Positive Features	Acceptable Features
Implementer	Conservative, executive	Organizational skills, practicality, energy, self-discipline	Lack of flexibility, resistance to unproven ideas, slow to respond to new opportunities
Coordinator	Calm, confident, controlled	The ability to listen to, consider, and evaluate the merits of all proposals without bias. A strong motivation to achieve set goals	Average in terms of intelligence and creativity
Motivater	Very nervous, responsive, dynamic	An inner drive and a willingness to fight against inertia, complacency, or self-deception	A tendency toward discontent, irritability, and impatience
Planter	Individualist, serious, unorthodox	Talent, ingenuity, intelligence, knowledge	Underestimates practical details or the need for a protocol
Resourse Investigator	Extrovert, passionate, inquisitive, sociable	Connects well with people and develops new ideas. Shows resilience in challenging environments	Loses interest in work when its initial appeal wears off
Monitor Evaluator	Prudent, calm, and thoughtful	Prudence, insight, good mental abilities	Lack of inspiration or ability to motivate others
Teamworker	Socially oriented, calm, sensitive	Ability to take responsibility for people and situations, to create and maintain team spirit	Indecision at crucial moments
Controler / Completer	Scrupulous, organized, conscientious, emotionally unstable	The ability to form friendships, the desire to achieve excellence in everything	The tendency to worry about little things

Table 2. The necessary personal qualities of role players when assigning roles in an effective team by Belbin (Belbin, 1981, pp. 134–135; Belbin, 1993, pp. 36–37).

In addition to the above-mentioned personality types, there are individuals who possess strong knowledge and experience in applied fields, such as economics, design, and others. Such individuals tend to have high levels of extroversion and be emotionally unstable. A person with such expert abilities is indispensable in a team, but at the same time, it can be difficult for a team to collaborate with such individuals. In Belbin's typology, this type is called a Specialist (Belbin, 1993). However, they do not have an independent role in the team, but merely complement existing ones.

Problems of group psychology occupy a special place in the system of psychological knowledge due to the collective nature of human activity. Meanwhile, the group is a key element of the microenvironment that surrounds and influences the individual. For example, in psychology, there is a definition of individuals who are unable to work in a team due to natural character traits (Meister, 2005). Such personality typologies can hinder progress towards success and undermine the operationalization of an organization's strategy. Belbin's (1981) central idea is that any theory of complex mental processes assumes a homogeneous human psychology, similar to all natural science theories, which are also based on the assumption of a unified nature. However, from a psychological perspective, the situation is unique: in the formation of its concepts, the mental process is not only an object but also a subject. General attitude types differ from one another in their specific attitudes toward the object, according to personality typology, which dates back to unknown periods. However, the earliest written confirmation appears in antiquity (Jung, 1924). Jung (1924) and Belbin (1981) note that personality types are not limited to the eight described, laying the groundwork for other possibilities in their research, for example, a division based on activity.

In this regard, it is relevant to consider Marston's (1928) personality typology. Marston's primary work is devoted to a long-term study of human behavior and its connection to physiological processes in the physiology. He subsequently developed tests and a device for conducting research. Marston's DISC model (1928) in Figure 1 forms the basis for modern anthropomorphic AI platforms such as Crystal (Crystal Knows); Humantic AI; Humanlinker; Discus (Profile AI); Aviso AI, and others for operational digital analysis in corporate environments.

According to the DISC model in Figure 1, individuals are classified into four basic behavior types: D - Dominance - red, I - Inducement - yellow, S - Steadiness - green, and C - Compliance - blue. The central idea of this model is the "motor self" as the basis of human behavior. Marston (1928) believed that the "motor self" is a certain internal driving force of an individual (a pronounced character trait) that strives to adapt to the outside world. This axis is the point of influence on the individual through specific interactions to achieve agreement and successful communication. According to Marston, the human psyche, the "motor self," always strives for homeostasis through these four types of response to external stimuli (Marston, 1928).

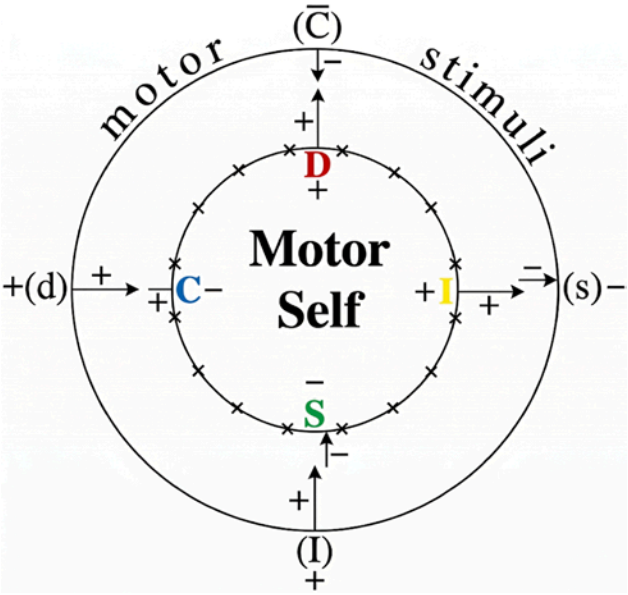

Figure 1. The Emotion Circle by Marston (1928, page 104).

The circle on the left in this model in Figure 1 is based on the individual's perception of their environment as friendly or hostile. It also considers how the individual reacts to their surroundings and how they act within them: actively or passively. The aforementioned anthropomorphic AI platforms use these algorithms to analyze a user's digital fingerprints, study their digital footprint, and examine their activity history, comparing the analyzed data with Marston's theory to predict an individual's communication style and behavioral activity.

Initially, the DISC methodology serves as one of the fundamental tools for assessing behavioral typology in a corporate environment, where each person acts according to a specific behavioral model, demonstrating characteristic traits (Marston, 1928). It should be noted that the model is not intended to correct human flaws or change the mental abilities or moral qualities of individuals within a team. Knowledge of the natural origins of an individual's behavior increases the chances of achieving success in team interactions.

The four basic emotions identified by the model's author, outlined in Table 3, underlie human motivation and behavior. All four emotions are inherent in all people without exception, but are expressed to varying degrees from person to person. Typically, one or two basic emotions predominate, while others are developed and less pronounced. The dominant basic emotion determines a person's character, motives, and behavior. The DISC model defines a person's behavioral type, but does not determine how smart, kind, honest or dishonest they are. There is no right or wrong behavior. Each person combines certain traits of all four behavioral types. For example, by identifying a person's dominant behavioral type and responding accordingly, one can control communication and influence others.

Table 3. The Four Core Emotions of the DISC Model

Concept	Definition
Dominance:	An individual with a pronounced Type D personality is able to anticipate how a situation will unfold and, consequently, adapt their behavior accordingly. Type D individuals possess a strong will that enables them to overcome environmental obstacles and control their reactions to them. *In this context, the word "dominance" encompasses all aspects of the literary term-to exercise control; to prevail; to dominate.*
Inducement:	An individual with a pronounced Type I personality is capable of influencing those around them through their behavior and views on current events. Type I individuals have a knack for getting along with many, if not all, people-in part due to their naturally friendly disposition which makes them an influential type. *In this context, the term Inducement" encompasses concepts and characteristics such as: agreeing to something; influencing an action; and exerting pressure on others.*
Submission:	An individual with a pronounced S type is capable of possessing extensive knowledge that enables a deep understanding of what is happening around them, which classifies such an individual as a supportive type. The S type possesses the ability to adapt to a situation and follow logic for the greater good. *The word "submission," as a literary term, does not convey the true meaning of the word. Here, "Submission" implies a highly developed emotional intelligence and intellect on the part of the individual.*
Compliance:	An individual with a pronounced Type C personality is capable of following rules and complying with applicable requirements, regulations, and laws due to their high level of organization. Type C individuals are characterized by their neatness and punctuality, which makes them highly responsible. *The word "compliance," as a literary term, conveys the true meaning of the word: to act in accordance with something; to be self-satisfied and polite.*

Table 3. The Four Basic Emotions according to the DISC Model of Marston (1928, pp. 107-111).

Marston's Color Pyramid represents how these four personality typology classifications evolve, dividing into intermediate types, mixed types, ranging from 4-8-16 personality types and more. These so-called borderline personality typologies are a continuously graded sequence of an individual's motor stimuli and motor responses. They typically have a polarity: SC-CS; DC-CD; IC-CI; DS-SD; DI-ID; IS-SI; DS-SD, and IC-CI, indicating the stronger stimulus of the preceding sign. This arrangement indicates the flexibility and multidimensionality of human personality, not exhausted by the 16 gradations of color. All mixed or intermediate types share the properties of the present behavioral signs, enriching the capabilities of the human behavioral psyche.

SC-CS
DC-CD
IC-CI
DS-SD
DI-ID
IS-SI
DS-SD
IC-CI

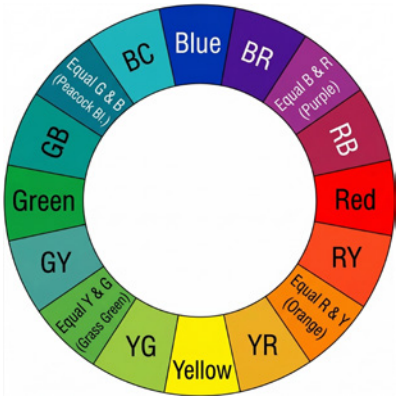

Figure 2. The Emotion Circle and the Colour Circle by Marston (1928, page 104)
Note: The terms for intermediate colours are from Munsell, A Colour Notation, (1905, page 35).

Thus, managing organizational behavior incorporates knowledge from the field of individual psychology. The relationship between individual personality type and team performance affects the achievement of an organization's mission. For example, groups consisting of the most intelligent and capable members perform worse than a group in which the roles of the members were balanced according to personality typology (Belbin, 1981). Detailed knowledge of the individual human psyche can be predictive for determining the consequences of incentives influencing a group of people. The models presented above state that each individual (and any individual outside the organization as well) has 8 or more psychological natural role qualities. The fundamental idea of this concept of eight individual qualities is the possibility of their development, that is, the necessary qualities can be developed to meet the needs of the organization.

Technological Determinants of Organizational Behavior Development in the Human-AI System

Advanced technologies in artificial intelligence, particularly personalized AI, combine machine learning and behavioral psychology to predict individual behavior. The adoption of advanced technologies in companies is occurring faster than people can adapt to them (Rowan et al., 2026). Today, numerous advanced specialized platforms exist that use personalized AI to analyze and modify employee behavior within organizations. This suggests that the management competencies of executives are being transformed as AI technologies are introduced into the organizational environment. It is becoming increasingly important to study how an employee's psychology changes when an algorithm becomes their colleague or boss (Reshaping Work, 2025). This suggests that the structure of a leader's socio-psychological competencies is changing, which in some ways alters their authority, as personalized AI takes over analytics and control (Reshaping Work, 2025). Further given a brief information of the most widely used personalized AI systems and how they work:

Crystal (Crystal Knows) – is a personality assessment tool that combines elements of social science, technology, and communication in its interactions with individuals. The platform can automate the process of meeting potential clients, colleagues, and team members. Most of these tools focus on in-depth personality assessments using models such as DiSC and the Big Five personality traits (Fairlie & Brooks, 2025). Specifically, the system can identify one of 16 archetypes based on the four classifications of the DISC personality typology model (Marston, 1928) and, based on this, generate advice and tips on how to write letters, conduct meetings, or negotiate a price with a specific person (Crystal, 2026). For example, the system gives Crystal personalized advice on how to communicate with a specific person, including how to behave, what to say, in what tone, whether to be direct, or avoid excessive pressure, including emotional expressions and objection techniques (Fairlie & Brooks, 2025; Crystal, 2026).

Humantic AI – is a tool that provides real-time analytics about the customer's personality. Unlike Crystal (Crystal Knows), it is more focused on the sales process. Humantic AI personalizes customer interactions, accelerates sales cycles, and promotes consistent sales plan fulfillment (Humantic AI Guide, 2025). However, it also utilizes the mechanisms of the DISC model (Marston, 1928), defining the steps for individualizing the sales approach based on buyer personality typology. The basic personalization strategy consists of three levels: authentic personalization – involves not only identifying the buyer's personality but also their pressing problems; hyperpersonalization – here, the definition moves to manually adapting communication styles to capture the buyer's attention; and personality-based personalization at scale involves segmenting prospect lists based on dominant personality traits. Even the lowest

level of personality-based personalization is claimed to be quite effective. This approach helps teams achieve response rate improvements of over 100% (Team Humantic AI, 2023). Furthermore, Humantic AI transforms static empathy maps into dynamic customer insights in real time (Team Humantic AI, 2025). This already incorporates emotional management mechanisms, which are fundamental to many advanced personality typology models.

Discus (Profile AI) – is an intelligent agent tool for interacting with personality data. Profile AI enables dynamic conversations about Discus profile data, asking specific questions about strengths and weaknesses, communication, and challenges. The user can receive context-specific responses based on the individual personality typology of the DISC model (Marston, 1928). This approach allows users to ask Profile AI questions about any aspect of a person's personality or a Discus report and receive expert advice from their personal AI assistant. Profile AI can guide conversations, determining the appropriate direction for discussion, and can also convert text to speech, improving communication with the machine (Axiom Group, 2026). Thus, employees can gain in-depth insights into their own or a colleague's personality profile through the Discus platform, tailoring their behavioral patterns to specific individuals.

One way or another, AI systems of personalized management, differing from each other, make organizational behavior systematized. Some are more focused on the personal aspect of the employee, others more on sales skills, while others include recruiting solutions, developing the potential of a digital co-brand. However, some researchers note the psycho-emotional state of employees in the organization, technostress and mental health of employees when interacting with neural network systems. For example, in the study by Litan (2025) on the relationship between mental health and the accelerated implementation of AI, notes statistically significant data on the consequences of an individual's interaction with AI. In particular, five influencing factors are identified accoding to him: technooverload (0.809) - strongly associated with technostress; technoinvasion (0.813) - strongly associated with technostress; technocomplexity (0.503) - moderately associated with technostress; technouncertainty (0.735) - strongly associated with technostress; and technouncertainty (0.314) – weakly associated with technostress (Litan, 2025).

Valtonen et al. (2025) note that little research has been conducted on this issue. According to their empirical study, AI implementation is not directly associated with employee well-being (-0.111), but has an indirect effect through links to AI optimization (0.542) and AI safety (0.563). Thus, researchers emphasize the importance of strategic AI implementation to maximize the benefits of AI implementation for a company (Valtonen et al. (2025).

Kim & Lee (2025) empirically examined the psychological consequences of AI implementation in organizations to determine the impact of AI on employee depression through job insecurity across three-time intervals among 403 employees. They found that although AI implementation did not directly affect employee depression, AI exerted a significant indirect effect through a mediating factor: job insecurity fully mediated the relationship between AI and depression. However, they found that transparency regarding AI limitations had a more protective effect than emphasizing the complementarity of humans and AI. Nevertheless, the researchers concluded that AI impact on employee mental health depends on the implementation approach and organizational support (Kim & Lee, 2025).

Romanovich (2024), studying the impact of artificial intelligence implementation on psycho-emotional well-being and organizational performance, also identified fears and concerns regarding AI. The study surveyed 600 respondents aged 18 and older via telephone interviews. Based on the principle of the inevitability of technological progress and belief in its benefits,

only 35% of respondents expressed a positive attitude toward neural networks. However, the study found that some potential respondents felt anxious and under pressure, in part because companies refuse to hire employees who are poorly versed in neural networks (Romanovich, 2024).

Thus, organizations around the world are experimenting with various generative artificial intelligence technologies. However, at the 2025 'Reshaping Work' conference, dedicated to exploring the interplay between artificial intelligence and digital platforms, Stefano Puntoni, co-director of Wharton Human-AI Research, presented research that revealed a troubling gap between "optimistic leaders" and "anxious workers." He argued that algorithmic systems regulate a wide range of work processes, blurring the line between human and machine. Even if a company possesses the most advanced AI technology, its strategies can fail if at least half of its employees do not accept these conditions. Organizations that neglect the psychological aspect of AI implementation risk not only the failure of their technological investments but also structural damage to corporate culture and employee trust, Puntoni argues (Reshaping Work, 2025). One such advanced technology is human-like personalized AI. Such AI products possess unintended qualities that contribute to the erosion of user identity during use. The user gradually parasocializes the object through their natural personality, forming one-sided emotional bonds with the virtual unit. This will be explored wider further.

The Anthropomorphism and the Theory of Parasocial Interaction in the Human-AI System

In the modern digital economy, psychological management, especially in terms of emotional management, is no longer the exclusive preserve of human interaction. With the advent of anthropomorphic (human-like) AI, modern AI systems are capable of taking into account emotional states and recognizing employee personality types. In this regard, AI should be classified not simply as technical solutions, but as a tool that influences the cognitive and emotional spheres of an employee.

It should also be briefly noted that emotional psychology, or emotional management, studies how a person's inner feelings influence their behavior, while personality types are stable patterns of this behavior. Machine software is designed to enable employees to emotionally interact with them on an equal basis, where the machine simulates the psychological aspects of the interlocutor through anthropomorphic AI agents. That is where implemented, intelligent systems fundamentally influence the formation of organizational behavior. West, Riemer, & Peter (2025) claim that modern chatbots based on large-scale language models (LLMs) outperform humans in their ability to communicate. According to their meta-analysis, much research indicates that the latest versions of these models, such as GPT-4, are capable of passing the Turing test, inadvertently tricking people into thinking they are interacting with another human. Initially rational, omniscient AI services have acquired the ability to display empathy and read implicit sentiment in messages, which was previously considered a uniquely human trait. Such systems are called "anthropomorphic agents" - models that possess human-like qualities (West, Riemer, & Peter, 2025).

The results of Head's (2025) study indicate that users often anthropomorphize AI systems, forming parasocial attachments that may lead to irrational ideas, emotional dysregulation, and social deprivation, which may influence the individual's cognitive impairment and addictive behavior associated with long-term AI use (Head, 2025).

Martinoli (2026) draws attention to the rashness of the term "emotional artificial intelligence." Since a machine is capable of accumulating its knowledge through multimodal

processing and storage of data during interactions with an individual, like: the sound of the voice, the dynamics of spoken language, the architecture of the text structure, even facial expression and typing speed, grammatical aspects and style - all this in some way individualizes the machine in relation to the user. However, this is an algorithmic simulation, not a genuine emotional response, and certainly not empathy. Even when everything seems logical and familiar to the user, caught in the illusion of reciprocity, the person honors and thanks the machine in response to the AI's requests, laying the first steps toward anthropomorphizing the machine claim Martinoli (2026).

For a more detailed understanding, here is to examine the term "anthropomorph" (from the Greek anthropos - man and morphe - species) - the transfer of human-like mental properties to natural phenomena, assimilating them to humans, and endowing them with human appearance and human qualities, whether they be objects or phenomena of inanimate nature, plants, animals, or imaginary creatures. The fact is that the perception of nature in the spirit of anthropomorphism and animism (the spiritualization of objects and phenomena surrounding humans) has been characteristic of humans since ancient times, including images of deities in primitive art (Ozhegov & Shvedova, 2006; Academy of Arts, 2008).

Personalized AI capable of verbal discussion was mentioned above. On this regard Schroeder & Epley (2016), drawing on years of research in the field of anthropomorphism, note that a human-like voice influences the likelihood of mistaking a person for a machine, or vice versa, a machine for a person. Based on four sexperiments, they concluded that people are more likely to infer a person rather than a computer when hearing a voice expressing thoughts than when reading the same thoughts in text (Schroeder & Epley, 2016).

In this regard, it is appropriate to note Latour's (2014) actor-network theory, according to which social phenomena are revealed as complex networks of human relationships that incorporate into the structure of the surrounding space: man-made objects, cultural objects and ideas, and natural phenomena. According to this concept, artificial intelligence can also act as an actor, that is, something that somehow influences a person (Kretinina, 2025). Furthermore, according to the CASA concept (computers as social actors) and the social presence theory of Nass et al. (1994), studied at the dawn of human-computer interactions, human interactions with computers are fundamentally social. Five experiments showed that social reactions to computers are not the result of a conscious belief that computers are people or human-like. Furthermore, individual behavior is not a consequence of user ignorance or psychological or social dysfunction (Nass et al., 1994).

Nevertheless, anthropomorphic AIs are part of the natural technological evolution of society, enabling universal progress as their application expands beyond corporate offices. For example, Shaderkina et al. (2023) argue that anthropomorphic robots could occupy a special niche in various industries: medicine, manufacturing, the military, and others, performing physically demanding and emotionally monotonous work.

Conclusion of Literature Review, Gaps and Further Research

The literature review examines organizational behavior management systems for the implementation of anthropomorphic artificial intelligence agents in enterprises. It should be noted that, despite the expressed interest of the scientific and professional communities in the problems of digital transformation of human socialization and social interaction processes, a steady increase in the number of publications on this topic is clearly demonstrated. Social and psychological research in this area is currently in its early stages and has significant potential

for development. The problematic aspects of the research reviewed require increased awareness among mental health professionals (Miklyaeva, 2024).

Head (2025) calls for urgent, priority research, the development of validated diagnostic criteria for AI-related psychological disorders, large-scale longitudinal studies of psychological impact, and the creation of scientifically valid protocols for the future of human psychological well-being in the era of artificial intelligence. It has been found that the accelerated implementation of AI can affect the psycho-emotional state and mental health of employees in an organization, causing technostress (Litan, 2025). However, some researchers consider the strategic implementation of AI as an important process for leveraging the benefits of technology (Valtonen et al., 2025; Sen et al., 2025). Nevertheless, workplace depression (Kim & Lee, 2025), anxiety and pressure (Romanovich, 2024; Reshaping Work, 2025), cognitive impairment and addictive behavior in individuals (Head, 2025) have been noted. All these variables require attention and are interesting for further research. In particular, gaps in the field of AI anthropomorphism and human-machine parasocial interaction in organizations.

Thus, the next part of the study focuses primarily on an in-depth qualitative study of the phenomenon of anthropomorphism and the theory of parasocial interaction in the human-AI system, as this area has been the least studied. This is expected contribute the literature in the development of organizational behavior management systems for the implementation of anthropomorphic AI agents in enterprises.

RESEARCH METHODOLOGY

The research paradigm of this study is based on an interpretivist approach. The data collection method is in-depth interviews. The open-ended questions of the qualitative approach are expected to yield solutions to the identified problems and provide a deeper understanding of organizational behavior management issues during the implementation of anthropomorphic artificial intelligence agents in enterprises. QualCoder, a statistical tool designed for in-depth interviews, was used to process the data, allowing for the qualitative analysis of the case study to be presented in the data analysis section.

Data collection and sources

Since there is insufficient information to address the stated objective at this stage of the study, the study will involve top managers from various Kazakhstani organizations that are successfully solving their problems using personalized AI products and deriving value from them, as well as AI experts. Specifically, 16 executives from 8 industries will participate. These include: Transnational Corporations – 3, Manufacturing Industry – 2, Second-tier Banks – 4, Strategic Industries – 3, Pharmaceutical Industry – 1, IT Industry – 2, Legal Industry – 1, and Private Business – 1.

Design of the research instrument

QualCoder is a free, open-source, and collaborative CAQDAS (qualitative data analysis software) for analyzing text documents, images, audio, and video recordings. The primary author and source is Colin Curtain, PhD, Temple University (Qualcoder, 2026). The product is being developed as a community project on GitHub. The program is written in Python and uses the Qt library for its interface. These characteristics enable it to address the key objective of in-depth interviews revealing the hidden motives and behavior of respondents through a detailed analysis of their responses. QualCoder's usefulness for working with in-depth interviews is

invaluable. It transforms raw interview transcripts into a structured database, which is critical for qualitative research. The tool supports multimedia coding: it can mark up and code not only text transcripts but also fragments of audio and video interview recordings directly. QualCoder facilitates thought organization, enabling the creation of hierarchical coding trees, combining disparate respondent quotations into common categories and themes. Additionally, an AI assistant is built-in. Furthermore, the tool protects confidential data. The program runs locally on the researcher's computer, eliminating the need for cloud storage, which is important for protecting respondents' personal data.

FINDINGS

Data Analysis

Data collection was carried out using a qualitative approach through interviewing respondents in 2026. The primary target audience of the qualitative method was senior managers – 100%.

Table 4. Profile of Respondents

VARIABLE	PERCENTAGE	VARIABLE	PERCENTAGE
Gender		**Educational level**	
male	6	bachelor degree	5
female	8	master degree	8
Age		doctor degree	3
20-30 years old	1	**Current job title**	
31-40 years old	4	head of department	5
41-50 years old	9	top manager	11
51-60 years old	2		

Table 4. The factual data of respondents designed by Researcher.

During the processing of the data obtained from the interviews, five main categories were identified, which determined the main patterns of research work in the Graphics Figure 3.

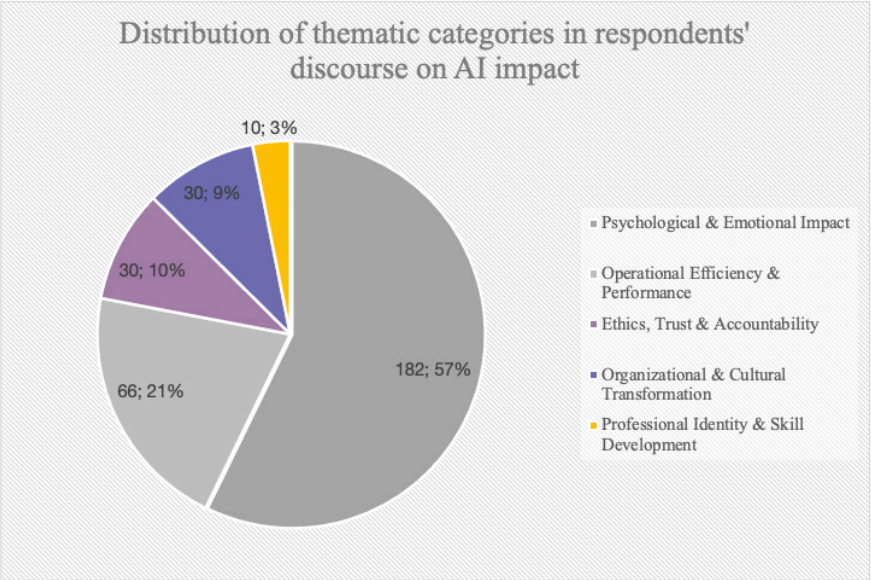

Figure 3. Distribution of thematic categories in respondents' discourse on AI impact.
Note: Designed on the data from QualCoder software by Researcher.

The Table 5 provides information on the prevalence of the research topic, which shows the proportion of the sample participating in the five identified categories:

Table 5. Prevalence of the Research Topic

Thematic Category	Respondents (n=16)	Prevalence (%)
Psychological & Emotional Impact	16	100%
Operational Efficiency & Performance	15	94%
Ethics, Trust & Accountability	11	69%
Organizational & Cultural Transformation	10	63%
Professional Identity & Skill Development	6	38%

Table 5. Prevalence of the Research Topic Report
Note: Performed in the QualCoder software environment.

An analysis of the prevalence of the identified categories in the Table 5 showed that, according to responses from experts and practitioners, 100% of study participants noted the psychological impact of AI. This is a clear indication of the scale of the problem on the ground. Furthermore, an analysis of the prevalence of the identified categories revealed a high level of consensus regarding operational effectiveness (94%), confirming the perception of AI as a highly effective tool. Issues of ethics and trust, as well as organizational culture, were less frequently presented in respondents' discourse (69% and 63%, respectively), which may indicate that participants perceive these issues as secondary to personal effectiveness and emotional comfort. Professional identification and skill development (38%) indicates an intensity index, demonstrating the individual nature of the experience of this variable. To highlight the context of the discourse, further is to examine the word cloud formed by these five categories in Figure 4.

Figure 4. Word Cloud of concepts of the thematic analysis.
Note: Performed in the QualCoder software environment.

Figure 4 represents a cloud of key concepts from the AI perception study, constructed from 42 unique codes that underwent categorical analysis in QualCoder. The figure clearly visualizes the respondents' conceptual framework and allows to identify the dominant semantic nodes of the study. The central dominant is the concept of "Efficiency and Comfort". This concept indicates that for most participants, the main incentive for using AI is to optimize work processes and facilitate labor. However, the psycho-emotional aspect of the study stands out. For example, the concepts "Emotional-dependence," "Technostress," "Psychological-impact," and "Cognitive-load" have significant visual weight. The dense arrangement of these words indicates that the implementation of AI is inextricably linked to a change in employees' mental state and an increase in cognitive load. Furthermore, the crisis of trust and ethics occupy a special place in the diagram with the concepts "Trust-issues," "AI-trust-gap," and "Ethical-policy." Also, concepts demonstrating behavioral changes—"Social-withdrawal," "Employee isolation risk," "AI-dependent," and "User-adoption" - indicate a significant transformation in employee behavior within the organization. The visualization demonstrates the dualistic nature of AI perception. On the one hand, respondents acknowledge the unconditional benefits (Efficiency, Time-saving), on the other hand, they express deep concern about the psychological consequences (Stress, Dependence) and the ethical transparency of the systems.

To further detail the research report, further is to examine a quantitative analysis of thematic categories. Specifically, 318 semantic segments were identified based on coding of 16 interviews. Their distribution across five key categories is presented in the Table 6:

Table 6. Quantitative analysis of thematic categories

Thematic Category	Frequency (N)	Share (%)	Key Trends
Psychological & Emotional Impact	182	57.2%	High levels of stress and addiction.
Operational Efficiency & Performance	66	20.8%	Increased speed of decision-making
Ethics, Trust & Accountability	30	9.4%	Lack of trust in Al results
Organizational & Cultural Transformation	30	9.4%	Changing corporate culture
Professional Identity & Skill Development	10	3.1%	Blurring of professional roles

Table 6. Quantitative analysis of the distribution of thematic categories.
Note: Performed in the QualCoder software environments.

An analysis of the distribution of thematic categories by quantitative summary Table 6 allows to highlight semantic segments within the qualitative analysis, categorized into five key conceptual categories. Quantitative indicators reflect the hierarchy of priorities and problem areas in respondents' perceptions of AI's impact. For example, "Psychological & Emotional Impact" is the absolute dominant category in the table, accounting for 57.2% of the total coding volume. A related key trend is high stress levels and the development of technological addiction. It suggests that respondents perceive the implementation of personalized AI primarily through the lens of personal experiences and psychological adaptation, making mental well-being a critical factor in transformation. The next most prominent category, "Operational Efficiency & Performance," ranks second at 20.8%. The related key trend, "Accelerating Decision-Making Processes," indicates that despite psychological pressure, participants recognize the significant pragmatic benefits of technology, citing increased productivity as the main advantage of AI.

The following category, “Ethics, Trust & Accountability,” account for 9.4% of mentions with the related key trend, “Lack of Trust in AI Results,” directly indicates that there is a hidden barrier to the use of technology. For example, respondents tend to doubt the reliability of data generated by algorithms, which requires strengthening measures for verification and transparency of systems, as noted by many respondents. The next category, “Organizational & Cultural Transformation,” has almost equal weight with the previous category - 9.4%. And the related key trend, “Changing Corporate Culture,” indicates that AI acts as a catalyst for change within teams, restructuring the usual methods of communication and interaction within the organization. And the last category in the thematic category distribution table is “Professional Identity & Skill Development.” It’s worth noting that, although this is the least represented category, it’s still an important one - 3.1%. A related key trend the blurring of professional roles directly points to the anthropomorphic influence of personalized AI. This can be seen in the full respondents’ report, where this category is associated with employee stress and anxiety, as it is one of the vulnerable factors for the inadvertent leakage of confidential organizational data. In most cases, this is due to the blurring of boundaries in communication with AI at a certain stage of interaction. This phenomenon indicates a trend toward rethinking expertise in the age of automation.

It must be concluded that the structure of the studied data points to a pronounced psychocentrism. More than half of the discourse focuses on emotional risks. At the same time, the pragmatic benefit, the effectiveness of technology is recognized much more often than ethical or organizational risks, indicating a user focus on short-term results at the expense of long-term security considerations. To further expand on the five categories analyzed, a Coding Heatmap is presented in the Figure 5, demonstrating particularly interesting patterns across 16 cases. The figure allows to visualize color intensity. Color intensity reflects the frequency of code occurrence within a given interview.

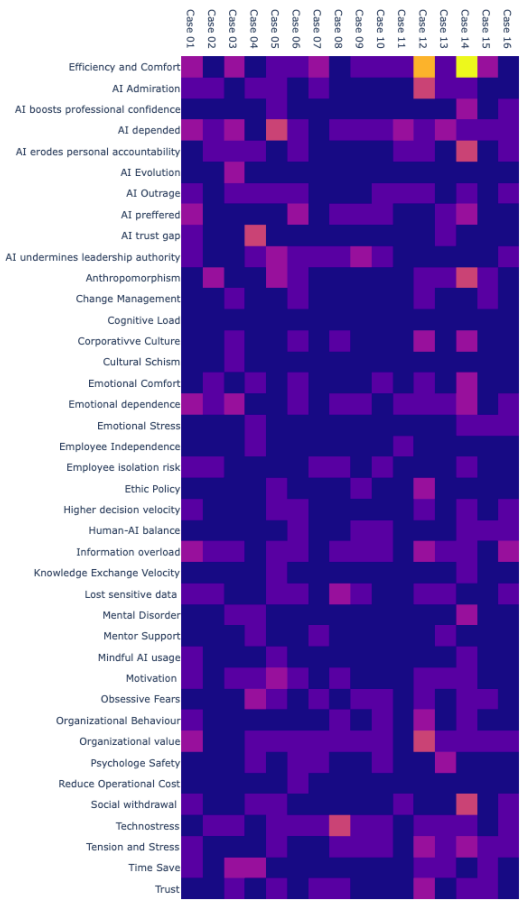

Figure 5. Heat map of the distribution of codes across respondent cases.
Note: Performed in the QualCoder software environment.

A heat map of the distribution of codes across respondents reveals more patterns in the data presented in Figure 5. The horizontal axis represents 16 respondent cases. The vertical axis represents 42 analytical codes. The brighter the square, the more frequently the respondent mentioned the topic. Dark blue and purple indicate no or only isolated mentions. Thus, empty areas (large dark areas) represent topics that are not widespread. However, the low coding density in the Ethical Policy block across all interviews indicates respondents' limited awareness of formal AI use rules. Note the top row (Efficiency and Comfort). It is highlighted for almost all participants. This heat map visualization confirms the pervasive importance of the efficiency factor, which is represented by a consistently high coding density across all cases. Individual anomalies, represented by bright flashes of yellow and orange, deserve special attention. Specifically, they relate to Cases 12 and 14, which feature very bright squares in the middle of the list. This is demonstrated by the abnormally high concentration of specific codes, indicating the unique personal experiences of respondents, which requires a separate, qualitative description. Specifically, a separate study of the full Case 12 and Case 14 reports allows to identify the following Efficiency and Comfort factors: AI reduces emotional stress on managers because saves time and reduces workload, reduces cognitive load, and increases employee autonomy. Also, managers increasingly focus on deviations and exceptions rather than processes. At the same time, corporate culture becomes more technologically advanced, organizational behaviour changes due to the minimization of operational risks, and the predictability of AI results increases, which has a beneficial effect on image and innovation value, increases organizational value, reduces costs, and increases trust within the team, ensuring more informed and high-quality decision-making on the ground. Personalized AI

expands decision-making capabilities, it provides more options, analyzes data faster, and takes into account more factors.

Discussion of Findings

A qualitative study examining the root causes of organizational behavior management challenges associated with the implementation of anthropomorphic artificial intelligence agents in enterprises identified key patterns. However, for a final visualization of the entire coding hierarchy, a sunburst chart is presented in Figure 6. It shows not only the proportion of each category but also the specific concepts that comprise these categories.

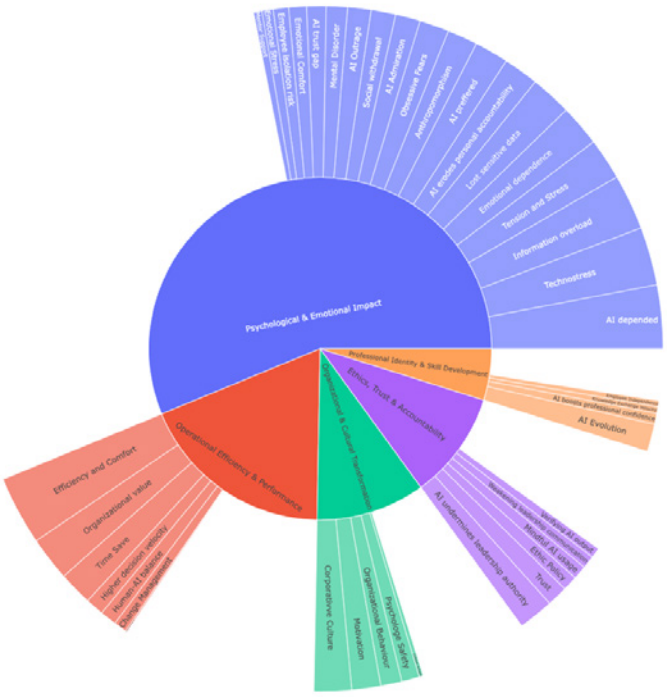

Figure 6. The Hierarchical Data Model.
Note: Performed in the QualCoder software environment.

The hierarchical data model clearly illustrates the hierarchical structure and concept density in the studied dataset in Figure 6. The center of the diagram is represented by 5 broad categories, and the outer circle by 42 detailed codes. Note the visual dominant, the large blue semicircle Psychological & Emotional Impact is the widest sector occupies more than half of the diagram. This once again confirms the study's key finding that the psychoemotional reaction to AI is the most multifaceted and discussed aspect. A closer look at the sector's structure reveals the greatest division, including such sensitive topics as Technostress, Emotional Dependence, and Mental Disorder. This suggests that respondents' psychological experiences are more detailed and profound. The Operational Efficiency & Performance block occupies the second largest sector, demonstrating a significant weight of functional benefits. The main contributions to this category are the concepts of Efficiency and Comfort and Time Save. The compactness of this sector compared to the psychological one indicates that respondents perceive the benefits of AI more clearly and concretely. Another striking sector is Ethics, Trust & Accountability,

and Organizational & Cultural Transformation, all of which have comparable visual weight. This demonstrates that issues of trust in technology and changes within teams occupy equal prominence in employee consciousness, serving as important factors in transformation. Furthermore, the Professional Identity & Skill Development sector, the narrowest in the diagram, demonstrates that issues of changing professional roles and skills are still on the periphery of discourse. Respondents are more concerned with their own situation than with long-term rethinking of their professions. Specifically, in Case 15, a respondent emphasized that we don't yet fully understand what this means, as we are only just beginning to observe the initial parasocial costs of machine-human interaction. However, Case 16 contains a very significant note, highlighting its own solutions to these parasocial costs. This lies in the need for explicitly stated, enhanced requirements for employees from the very beginning of their interaction with AI and increased oversight over the use of generative models. A conscious approach is the key to AI tools. Mindfulness helps prevent blurring the boundaries and perceiving a machine as a machine. The respondent noted that this should be imprinted into the team culture, where, as part of routine organizational behavior, employees are aware of and remember the origin of reports and other interacting functions. The presented sunburst diagram confirms the high conceptual complexity of AI's psychological and emotional impact. The large number of small segments in the outer blue circle demonstrates that this impact is heterogeneous and encompasses a wide range of states, from apathy to addiction. The visual bias toward the top of the diagram clearly indicates that AI implementation is primarily a psychological and operational challenge, rather than an ethical or organizational one. However, for greater clarity of analysis, further will be considered the Code Tree diagram in Figure 7 as the architectural framework for managing this study. The conceptual coding map highlights important factors in organizational behavior during the implementation of AI agents.

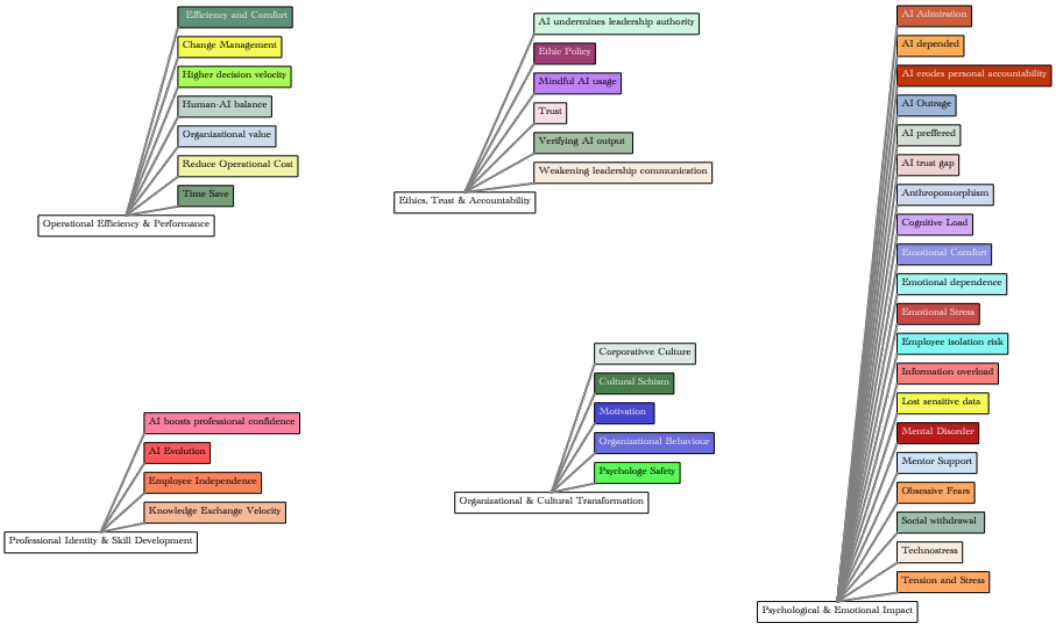

Figure 7. Conceptual map of coding factors of organizational behavior during the implementation of AI agents.

Note: Performed in the QualCoder software environment.

The figure 7 shows the hierarchical structure of codes that formed the basis for the development of the management system. Each branch of the tree corresponds to a strategic direction. Multi-level coding was used to develop the management system. This diagram

represents a complete decomposition of organizational factors from basic emotions to complex cultural transformations. The theoretical validation of the model focuses on the problem under study, managing organizational behavior during the implementation of anthropomorphic AI agents. For example, the "Psychological & Emotional Impact" category includes concepts reflecting the individual psychological level—Technostress, AI dependence, and Emotional Stress. The anthropomorphic nature of AI provokes complex reactions in employees from anxiety to the formation of emotional attachment. These codes were assigned to this category because anthropomorphic AI primarily impacts an individual's emotional intelligence. The organizational behavior management system here is aimed at minimizing psychological resistance and preventing burnout. The "Operational Efficiency & Performance" category also includes codes related to performance of Efficiency, Time Save, and Decision Velocity. Humanoid agents are being deployed at enterprises to increase productivity. Grouping these codes allows for the evaluation of the technology's impact. In the organizational behavior management system, the "Motivation and Incentives" block demonstrates to users that AI is not a competitor, but a resource for their personal comfort and success. The "Ethics, Trust & Accountability" category includes factors such as the AI trust gap, Ethics Policy, and Verifying AI output, which are related to trust and accountability. This is critical for managing organizational behavior for the purposes of establishing authority and delegating authority. Anthropomorphic AI is often perceived as a "semi-subject." Therefore, these codes were separated into a separate block to address the issue of responsibility assignment. An organizational behavior management system should clearly define where AI decisions end and human responsibility begin to avoid legal and ethical collapse. Next comes the category "Organizational & Cultural Transformation." This factor represents the sociocultural framework for the study. Therefore, it includes the codes Corporate Culture, Organizational Behavior, and Social Withdrawal. These factors describe the group level of organizational behavior, specifically how relationships between people change. The introduction of a machine colleague - an anthropomorphic AI - changes the social reality of the organizational environment. These codes were combined to design a model of a hybrid culture in which an AI agent integrates into the social norms of the organization without disrupting human connections and team spirit. The final category, "Professional Identity & Skill Development," concerns an employee's professional self-definition within the organization. The following codes were assigned to this category - Skill Shift, Professional Confidence, and Role Ambiguity. Within the organizational behavior management system, this block represents human capital development. These concepts help understand how AI alters employee identity. The organizational behavior management system aims to help individuals find a new role to avoid a crisis of professional self-esteem. For example, not simply the employee's daily use of personalized AI, which, in its routine, loses the human-machine distinction, suffering the consequences of technology's anthropomorphism, but a new behavioral role, such as AI Controller, Creative Strategist, or something else. Such a decision will encourage employee loyalty to company policy. Case 16, in particular, contains some interesting notes in this regard. A respondent often encounters a situation where colleagues wishing to change jobs requests request for their trained algorithm to take their personalized AI with them. This points to a strong emotional bond that develops over months and years of work. However, no less interesting are the isolated cases where a departing colleague, having been denied their request to take back their algorithm, remained with the company. Does this mean the employee realized they would not have been able to achieve great things without the personalized machine, or is it an emotional attachment? These facts require further research. Can personalized AI be used as a motivator in an organization? There is no evidence to support this assertion. However, it certainly highlights the interesting practical data obtained during this study.

Inter-coder Reliability Data

Below is a reliability analysis table generated in QualCoder to study inter-rater agreement, which is important for qualitative methods due to the subjective nature of text interpretation. Due to the large number of categorical categories (42 codes), this table presents aggregated reliability indicators for key subject groups.

Table 7. Inter-coder Reliability Report

Thematic Category	Average Agree %	Reliability level
Psychological & Emotional Impact	99.1%	Very High
Operational Efficiency & Performance	98.8%	Very High
Ethics, Trust & Accountability	99.3%	Very High
Organizational & Cultural Transformation	98.5%	Very High
Professional Identity & Skill Development Average total	99.0%	Very High
Average total	98.9%	Very High

Table 7. Results of the statistical evaluation of coding reliability.
Note: Calculation performed in the QualCoder software environment.

The reliability Table 7 demonstrates a high agreement rate an average of 98.8% achieved through preprocessing the raw data in a standard text editor and developing a clear coding atlas, where each of the 42 codes had a unique definition, eliminating ambiguity during coding. Specifically, a segmented approach was used as a method of identifying short, semantically complete phrases—which technically facilitated agreement between coders compared to coding entire pages of interview text.

Implications of Findings

The theoretical significance of the study's results expands understanding of parasocial interaction theory as it applies to the corporate environment. A new perspective on organizational management in human-machine interactions has emerged. The anthropomorphic nature of AI agents shifts human-machine interactions from a purely technical to a socio-psychological dimension. It was found that psycho-emotional effects dominate operational effectiveness with a 57% significance. This suggests that organizational behavior theories should be supplemented with the concepts of "digital empathy" and "cognitive dependence" in relation to AI.

The practical significance of the study for Managerial Implications lies in the fact that the developed coding model serves as a ready-made tool for diagnosing organizational climate. The study concluded that when designing organizational behavior management systems, AI should be implemented not as software, but as a new digital team member that somehow influences operational effectiveness and organizational performance. This requires a reconsideration of leadership strategies. The focus of control should shift from task monitoring to trust management and results verification. At the same time, trained AI can mitigate risks by identifying relevant factors, such as AI dependence (25%). This will enable proactive development of programs to relieve psychological stress and protect employees' professional identities. However, the social consequences should be considered. The study highlighted the risks of expertise blurring. If

employees over-rely on anthropomorphic agents, this could lead to a decline in critical thinking. Companies need to maintain a human-centered approach, where AI complements, but does not replace, a person's unique professional identity.

CONCLUSION

Overall Conclusion and Recommendations

This paper explores methods for managing organizational behavior during the implementation of anthropomorphic artificial intelligence agents in enterprises. A literature review identified five key factors. The study focused on theoretical constructs such as: psychological and emotional impact, operational effectiveness and productivity, ethics, trust and responsibility, organizational and cultural transformation, as well as professional identity and skill development. To assess the influence of these factors, in-depth interviews were conducted as part of the empirical portion of the study in attitudes toward the anthropomorphic characteristics of AI, experiences of everyday interactions, the impact of technology on work processes, self-perception, and other factors were explored. Using exclusively open-ended questions minimized the researcher's influence on responses and allowed respondents to construct meanings independently. This ensured the rich data necessary for studying such a complex reality as anthropomorphism and parasocial interaction. In managing organizational behavior, it is important to understand not just how many people agree, but how they think and why they fear or, conversely, trust AI. Open-ended questions allowed to uncover these aspects.

Human behavior is determined by causality, purposefulness, and motivation. Any behavior has its causes and is determined by the events that preceded and triggered a particular behavior. The interaction between the individual and the organization in various models of organizational behavior is one of the system-forming factors that ensures the achievement of organizational goals. The scientific novelty of this work lies in the development of a comprehensive model for managing organizational behavior, which, unlike existing technocentric approaches, is based on the theory of parasocial interaction. The model enables proactive management of the risks of emotional dependence and professional identity crisis that arise with the introduction of anthropomorphic AI agents. In particular, it facilitates the transition from technical to social management. This work is the first to examine and provide evidence that, when implementing anthropomorphic AI, the object of management is not the process of learning the program, but the system of parasocial relationships between the employee and the AI.

At the initial stage of the study, drawing on the literature reviewed, the research developed four key research questions. These issues were integrated into the interviews, along with other relevant research variables. Below, the findings to examine each of them in more detail, analyze them, and provide recommendations.

The first research question concerned the impact of AI agents on organizational behavior dynamics, corporate values, culture, and employee psychological well-being. The study found that personalized AI impacts Operational Efficiency & Performance by 20.8% and Organizational & Cultural Transformation by 9.4%. Respondents associate the impact on Operational Efficiency with comfort and speed. This highlights organizational value. Respondents note an increase in organizational value after implementing AI. Anthropomorphic agents effectively serve as assistants, increasing the speed of decision-making. A recommended management solution is to modernize the incentive system. Employee KPIs can be revised to account for

the freed-up time for creative and strategic tasks. The emergence of an anthropomorphic AI agent as a new team member changes internal communications, and a cultural transformation occurs. However, there is a risk of social withdrawal and weakening of leadership authority. A management solution is recommended through the design of a hybrid corporate culture, where anthropomorphic AI is positioned not as a competitor, but as a supporting resource. Developing human-centered leadership skills within the team is the solution to this challenge.

The second research question concerned whether the level of psychological safety changes after the implementation of AI agents. The study's results indicate that after the implementation of AI agents, the level of psychological safety changes (Psychological and Emotional Impact: 57.2%). It was empirically substantiated that anthropomorphic AI in the enterprise acts not as software, but as a semi-subject of organizational behavior, forming stable emotional connections. Qualitative data were subjected to quantitative analysis during the study, and it was found that psychological effects are three times more important for employees than operational effectiveness. For example, a hierarchy of factors for adapting to AI was empirically identified, where the psycho-emotional component (57.2%) dominates over the operational component (20.8%), necessitating a radical revision of traditional change management models. Furthermore, the risks of blurring professional identity were identified. The concept of "professional identity" was introduced and substantiated in the context of anthropomorphism. The concept of transforming an employee's professional identity in the context of interaction with anthropomorphic agents was scientifically substantiated. The risks of delegating expertise, leading to the loss of professional autonomy, were identified. To thoroughly study the problem, a multifactor coding system was created using 42 descriptors. It is recommended to develop and modify them. The complexity of the categorical apparatus is a characteristic feature of in-depth interviews. These descriptors are a unique diagnostic tool for HR departments, enabling precise monitoring of organizational behavior and identifying hidden challenges such as the AI trust gap and Technostress which is critical in the early stages of AI implementation.

The third research question concerned the impact of AI agent implementation on employee intrinsic motivation, trust, and delegation. It was found that 9.4% of the impact lies within the ethical-trust loop, according to the outcome. A low level of ethical discussion coupled with a high level of doubt about credibility (the AI trust gap) is critical. There is a gap between comfort with AI and trust in its decisions. A management solution is recommended through the development of regulations for assigning responsibility between humans and AI agents. At the management level, it is recommended to establish a trust protocol that outlines the boundaries of the anthropomorphic agent's autonomy.

The fourth and final research question concerned whether AI agents can create information overload and technostress or, conversely, expand decision-making capabilities. Based on the results of the qualitative study and analytical justifications, it can be argued that organizational behavior management systems for AI implementation should be based on the integral influencing factor of Psychological and Emotional Impact (57%). It has been empirically established that anthropomorphic AI leads to a profound emotional response from employees. The main risk to organizational behavior is not technical illiteracy, but emotional dependence and technostress. As a management solution, it is recommended to implement a psychological climate monitoring system and employee training, especially at the initial stage, on consciously perceiving the results of interactions to prevent employee burnout when interacting with anthropomorphic agents.

Thus, the results of the qualitative analysis confirm that the development of organizational behavior management systems should prioritize socio-psychological factors. Successful implementation of anthropomorphic agents that lead an enterprise to the best future prospects is only possible if emotional risks are compensated for and the ethical boundaries of interaction are clearly defined, which will convert the identified employee optimism into long-term organizational performance.

Limitations and Future Research

This study has several limitations that are important for interpreting the results of a qualitative study. First, the limited sample size. Although 16 interviews is a standard for the qualitative method, it is statistically insufficient. Furthermore, increasing the sample size is difficult when processing qualitative data. The study is preliminary in nature. The sample of 16 respondents was limited to senior management from the studied industries, which prevents generalization of the findings to all professional groups or industries, such as mid-level employees or other direct users. Second, the subjectivity of interpretations. Qualitative analysis always depends on the researcher's perspective. Despite the high internal consistency of 98.8%, the process of interpreting open-ended questions retains an element of subjectivity, characteristic of the qualitative research paradigm. Third, the cultural context. Attitudes toward anthropomorphism are highly dependent on mentality. The results reflect the perception of AI in a specific sociocultural context. Attitudes toward anthropomorphic agents may vary significantly across countries and corporate cultures due to differences in ethical norms and technological optimism. Fourth, self-reporting by respondents is crucial. The study relies on self-reporting by participants. There is a risk that respondents may have unconsciously underestimated their level of emotional dependence due to a desire to conform to the image of a rational professional.

However, the data analyzed provide a foundation for further research. Individual researchers may consider expanding the sample size and using quantitative methods to test the identified model in large enterprises in future studies. Nevertheless, the obtained results also open up new avenues for qualitative research into organizational behavior in the context of AI transformation by collecting behavioral samples directly from users not just seniors. However, this approach has a certain limitation: it requires the participation of a specialist in management psychology. This is typically addressed by combining researchers from several disciplines. Furthermore, studying the dynamics of parasocial interaction in the human-AI system over a long period of at least one year is of scientific interest. This approach will reveal more details, for example, whether habituation will reduce technostress or, conversely, exacerbate a professional identity crisis. Comparative cross-cultural studies are also of interest, examining how different national cultures and corporate traditions influence the perception of anthropomorphic agents. Do employees in different countries perceive the human-likeness of AI in the same way?

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