

Employee-Generative AI Collaboration and Workforce Agility: The Mediating Role of Creative Self-Efficacy

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Abstract: With the increased adoption of generative artificial intelligence (GenAI) in various industries, employee interaction with AI is significantly influencing how employees tackle problems and generate ideas for work in modern-day organizations. With such dynamic environments, workforce agility is a key factor in modern-day organizations, as they increasingly require employees who can act in proactive, adaptive, and resilient manner. Although interest in employee interaction with AI is on the rise, very little research has attempted to explore whether employee collaboration with GenAI helps in improving workforce agility and its underlying psychological mechanisms. With this aim in view, this study attempts to explore whether employee-GenAI collaboration helps in improving workforce agility and whether creative self-efficacy plays a mediating role in this relationship. Based on Social Cognitive Theory (Bandura, 2001), this study is based on the premise that employee-GenAI collaboration helps in improving workforce agility through its impact on creative self-efficacy. The study is based on a survey of 251 employees from IT industry in Delhi NCR. Workforce agility is based on its three components: proactivity, adaptivity and resilience. Established scales have been used for measuring employee-GenAI collaboration and creative self-efficacy. The results of this study highlight that employee-GenAI collaboration is positively associated with workforce agility, both directly and indirectly through creative self-efficacy. The study is important as it establishes workforce agility as an important outcome of employee-GenAI collaboration.

Keywords: employee generative AI collaboration; workforce agility; creative self-efficacy; generative AI

1. Introduction

While workforce agility has its roots in early studies of organizational agility, where organizational responsiveness was a primary focus, it is now recognized as a capability at the employee level that allows employees to perform under uncertainty, volatility, and rapid change. Early studies on workforce agility defined it as a capability of the agile organization and highlighted its importance as a factor of organizational responsiveness, especially within a knowledge intensive context (Breu et al., 2002). The definition of workforce agility has become more refined, and it is now conceptualized and operationalized as a multifaceted construct represented by proactivity, adaptivity, and resilience (Cai et al., 2018). Recent studies validating and reviewing workforce agility have confirmed its link to performance outcomes such as task performance, innovative performance, organizational citizenship behaviour, and job satisfaction, thereby establishing its importance as a strategic capability and not merely as an operational factor (Petermann & Zacher, 2022; Alviani et al., 2024).

In addition, there have been significant changes to the workplace, driven by the rapid acceptance and incorporation of artificial intelligence (AI) and more recently, GenAI technologies such as ChatGPT, Copilot, and Gemini. Recent review studies have established that, instead of being considered merely as a technology for automation, AI is being conceptualized as a socio-technical factor that impacts employees and affects their search for



information, solving of problems, generation of ideas, decision-making, and overall work experience (Jia et al., 2025). This is particularly significant within technology-intensive industries where employees not merely have to be adept at using AI technologies but must also be agile, adaptable, and forward-looking within rapidly changing work environments. The question is no longer merely whether AI is being used for greater efficiency, but whether employees using GenAI can help create deeper human capabilities such as workforce agility.

However, a rising body of workplace AI research has started to explore employee-AI collaboration as a form of significant human-technology interaction, instead of viewing it as a form of technology use. New empirical research has demonstrated that employee-AI collaboration can reduce workload, facilitate employee proactive behaviour, and increase work engagement through meaningful work and creative self-efficacy as the part of psychological mechanisms (Sun et al., 2025; Sun et al., 2026). At the same time, workforce agility research continues to emphasize the need for stronger digital antecedents, mediation models, and employee level theories of workforce agility development in modern organizations (Alviani et al., 2024). Nevertheless, little research has directly investigated whether employee-GenAI collaboration is associated with workforce agility and the psychological process underlying this association.

This is a significant research gap since employee-GenAI collaboration is likely to influence employee behaviour not only through direct assistance in completing tasks but also through its impact on employee self-perceived ability. In this context, creative self-efficacy is a theoretically significant psychological mechanism. Creative self-efficacy is an individual's belief in their capacity to generate innovative and useful ideas. Basic research has demonstrated that creative self-efficacy is strongly associated with creative performance (Tierney & Farmer, 2002). More recent studies found that creative self-efficacy is positively related to learning agility and proactive career behaviours, suggesting that it is associated with adaptive and forward-looking work behaviours in a broader sense (Hwang et al., 2025). New research on workplace AI has already demonstrated that employee-AI collaboration is associated with creative self-efficacy (Sun et al., 2026), but little is known about its association with workforce agility. Thus, this research aims to fill a significant research gap in the field and explore whether employee-GenAI collaboration is associated with workforce agility via creative self-efficacy

Given this background, the aim of this study is to investigate the direct impact of employee-GenAI collaboration on workforce agility and whether creative self-efficacy serves as a mediating factor in this relationship. To fulfil the aim, the present study pursues the following structured empirical approach: Firstly, the study will propose a mediation model through the basis of the existing research on workforce agility and workplace AI. Secondly, the study will examine the survey data from 251 full-time employees of information technology companies in the Delhi NCR region, where collaborating with generative AI is becoming increasingly integrated into the day-to-day working processes. Thirdly, workforce agility will be measured through Cai et al.'s (2018) three-dimensional construct of workforce agility comprising proactivity, adaptivity, and resilience dimensions. Fourthly, employee-GenAI collaboration and creative self-efficacy will be measured through scales developed from Kong et al. (2023) and Tierney & Farmer (2002). Lastly, the empirical analysis will be conducted through four stages: Descriptive statistics and Cronbach's alpha coefficients will be computed for all the constructs; confirmatory factor analysis will be conducted to examine the scale's measurement properties; correlation analysis will be conducted to examine the relationships between the variables; and regression-based mediation analysis with bootstrapped indirect effects with 5,000 resamples will be conducted to test the proposed hypotheses. By doing so, this study contributes to workplace AI research by extending its scope beyond engagement and proactive behaviours and contributing to workforce agility research by introducing GenAI collaboration as a novel digital precursor of agile employee behaviours.

2. Literature Review and Hypotheses Development

2.1 Employee-Generative AI Collaboration in the Workplace

The diffusion of generative AI has significantly impacted the ways in which employees perform tasks in the workplace. Recent studies revealed that generative AI can increase productivity, enhance the quality of work, and facilitate the learning of employees in the workplace (Brynjolfsson et al., 2023). With the increasing adoption of AI systems from passive tools to active partners in the workplace, the concept of employee AI collaboration has gained significant importance in the context of workplace research. In this context, AI collaboration with employees in the workplace refers to the “purposive interaction of employees with AI systems in performing tasks, generating ideas, and improving decisions or outputs” (Sun et al., 2026). Thus, employee GenAI collaboration refers to the collaborative process of working in which the judgment of employees and AI systems are integrated. Recent studies on AI in the workplace revealed that AI collaboration with employees can significantly influence the outcomes of employees in

the workplace. For example, AI collaboration with employees in the workplace can significantly enhance proactive behaviour by reducing workload and improving the ability of employees to respond to workplace demands (Sun et al., 2025). Moreover, AI collaboration in the workplace positively influences work engagement among employees through psychological phenomena like meaningful work and creative self-efficacy (Sun et al., 2026). Overall, the systematic review of AI in the workplace revealed that AI research in the workplace is gradually shifting from simple adoption outcomes to deeper consequences of AI adoption in terms of employees' motivation, psychological resources, and behavioural adaptation (Jia et al., 2025). Thus, the concept of employee GenAI collaboration in the workplace can significantly influence the outcomes of employees in terms of performance and behavioural adaptation.

Besides, for effective collaboration with GenAI, it is also important that employees be able to understand, evaluate, and use GenAI in a meaningful way. Recent research on Generative AI Literacy defined this competence as a multidimensional construct that entails technological understanding, prompt optimization, content evaluation, innovative application, and ethical awareness (Liu et al., 2025). This implies that collaboration between employees and GenAI is not only a technological issue but also a socio-cognitive process that is determined by employees' capacity for effective collaboration with GenAI. Thus, this study considers collaboration between employees and GenAI as an important workplace factor that can potentially impact employees' high-level competencies, such as workforce agility.

2.2 Workforce Agility

While workforce agility has its roots in the early literature's concern with organizational levels of flexibility, response, and adaptability in knowledge-based work systems (Breu et al., 2002; Sherehiy et al., 2007), the concept has been refined over time to a more precise definition of the employee-level construct. In the contemporary literature, Cai et al. (2018) have described workforce agility as encompassing the three dimensions of proactivity, adaptivity and resilience, an approach now one of the most well-recognized definitions of workforce agility. More contemporary review literature confirms the three dimensions of workforce agility as being the most well-recognized definition of the concept (Alviani et al., 2024).

Workforce agility is now being regarded as a strategic concept because agile employees are now better positioned to sense changes before they happen, be flexible to adapt to changes when they happen, and be resilient to bounce back from adversity. Petermann and Zacher (2022) have demonstrated the positive relationship of workforce agility to performance outcomes like job satisfaction, organizational citizenship behaviour, task performance and innovative performance. Workforce agility is particularly relevant to digital work systems because of the nature of the digital work environment. In digital work systems, the nature of the work changes frequently due to the changing nature of the digital environment. In the contemporary review literature, the digital antecedents of workforce agility are being emphasized, suggesting the potential of contemporary digital technologies like GenAI to facilitate workforce agility (Alviani et al., 2024). Employee GenAI collaboration is expected to have a positive impact on workforce agility.

H1: Employee–Generative AI Collaboration positively influences Workforce Agility.

2.3 Creative Self-Efficacy

Creative self-efficacy (CSE) is the belief that one can generate creative ideas (Tierney & Farmer, 2002). According to self-efficacy theory, creative self-efficacy is a key motivational resource because employees with high creative self-efficacy are more confident in their problem-solving abilities, more persistent in generating ideas, and more innovative in their behaviour. Both seminal and recent research finds that CSE is strongly related to both creative performance and employee creativity within organisations (Tierney & Farmer, 2002; Gong et al., 2009). Thus, CSE is not simply a perception about one's creativity, but rather a more general psychological resource that influences how people approach work challenges that are novel and uncertain.

Recent evidence reveals that CSE may also be relevant for adaptive and future-oriented work behaviours. In an AI-enabled work setting, employees increasingly need to work creatively with digital systems rather than simply follow routine task patterns (Hwang et al., 2025). In fact, Hwang et al. (2025) demonstrate that creative self-efficacy is positively related to learning agility and proactive career behaviours, implying that employees with higher levels of creative confidence are more willing to adapt, experiment, and respond positively to changes. To work creatively with GenAI, employees often need to expose themselves to new ideas, explore their AI's capabilities, and receive rapid feedback on alternative solutions. Thus, GenAI may strengthen employees' confidence that they are able to be creative. Indeed, Sun et al. (2026) found that employee AI collaboration is positively related to creative self-efficacy.

Accordingly, employee GenAI collaboration is expected to enhance employees' creative self-efficacy, which in turn may explain why employees become more agile in rapidly evolving work settings.

H2: Employee–Generative AI Collaboration positively influences Creative Self-Efficacy.

H3: Creative Self-Efficacy positively influences Workforce Agility.

2.4 The Mediating Role of Creative Self-Efficacy

The relationship between employee–GenAI collaboration and workforce agility is likely to be mediated, at least partially, by employees' beliefs in their own creative capacities. Social Cognitive Theory (Bandura, 2001) provides a perspective that employee–GenAI collaboration can be seen as a resource-rich experience that reinforces employees' efficacy beliefs through rapid feedback, idea generation, and problem solving. As employees collaborate with GenAI to generate alternatives, iteratively refine ideas, and approach work tasks in creative ways, they may start to see themselves as more capable of facing novel and uncertain work demands. This increased creative self-efficacy is likely to foster greater willingness to act pro-actively, adapt, and remain resilient – the behaviours that comprise workforce agility.

Emerging literature supports both halves of this indirect pathway. On the one hand, Sun et al. (2026) demonstrate that employee–AI collaboration increases creative self-efficacy. On the other hand, a rich body of literature on CSE suggests that it fosters creative performance, learning agility, and pro-actively pursuing career development opportunities (Tierney & Farmer, 2002; Hwang et al., 2025). In addition, Liu et al. (2025) show that Generative AI Literacy leads to better job performance through the mediating effect of creative self-efficacy, providing further support for the idea that AI-related resources in the workplace can affect outcomes through this psychological path. Although prior research has not yet fully explored CSE as a mechanism through which employee–GenAI collaboration enhances workforce agility, the literature is sufficiently robust to warrant this proposal. Accordingly, the current study proposes that employee–GenAI collaboration increases workforce agility by directly and indirectly (via the reinforcement of employees' creative self-efficacy) enhancing employees' beliefs in their own creative capacities.

H4: Creative Self-Efficacy mediates the relationship between Employee–Generative AI Collaboration and Workforce Agility.

2.5 Theoretical Support and Conceptual Model

Social Cognitive Theory (Bandura, 2001) indicates that a person's behaviour is influenced by the interaction between external resources and self-beliefs. In the current context, employee–GenAI collaboration serves as a workplace resource for employee support in idea generation, problem solving, and task performance, resulting in enhanced creative self-efficacy. High creative self-efficacy leads to proactive response, change readiness, and resilience that collectively constitute workforce agility. Therefore, the proposed model posits that employee–GenAI collaboration directly and indirectly (through creative self-efficacy) enhances workforce agility (Tierney & Farmer, 2002; Cai et al., 2018; Sun et al., 2026).

The conceptual model of the study, in that sense, predicts that Employee–GenAI Collaboration is positively associated with Workforce Agility (Mediated by Creative Self-Efficacy)

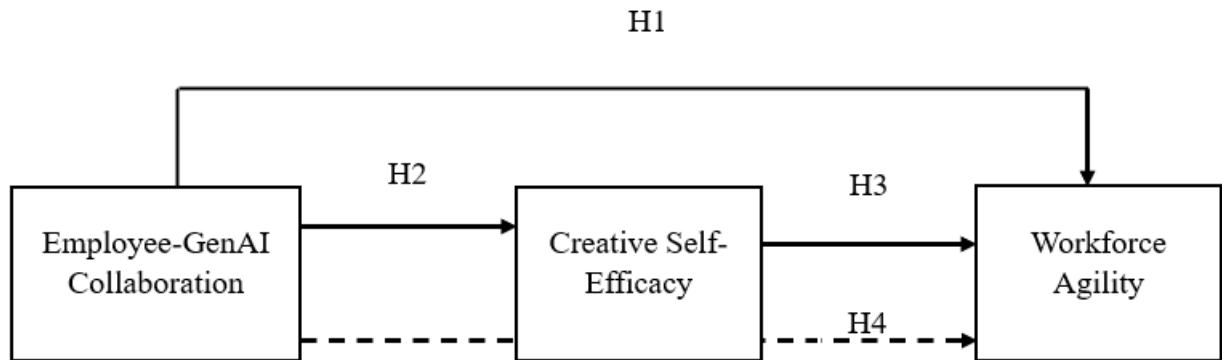


Figure 1. Conceptual Model of the Study

3. Methodology

3.1 Research Design

This research takes a quantitative, survey-based study approach to test the link between employee–generative AI collaboration and workforce agility, with creative self-efficacy as the mediational mechanism. The model is informed by Social Cognitive Theory (Bandura, 2001), and the more general logic employed in recent workplace AI research, which posits that collaboration with AI can enhance employees’ confidence in their own creative ability and thus affect work outcomes downstream. Recent research on employee–AI collaboration has employed validated survey scales and structural modelling in testing relationships between employee–AI collaboration, creative self-efficacy and employee outcomes.

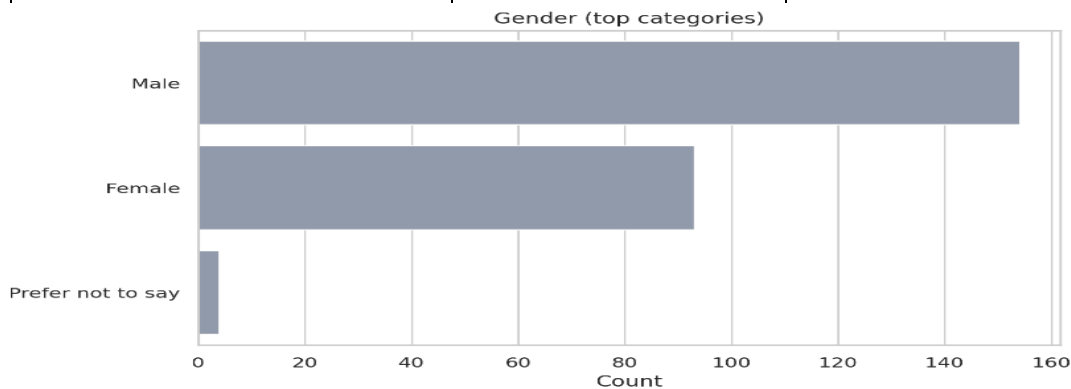
3.2 Participants and Procedure

In this research, the analysis is based on 251 respondents from the IT sector to capture the actual use of AI by employees in the study, i.e., knowledge employees who use generative AI tools such as ChatGPT, Copilot, Gemini, Claude, or any other similar systems for work-related functions, who are full-time employees of information technology organizations in Delhi NCR. The population is relevant because employee–generative AI collaboration can only be studied meaningfully with respondents who have experience working with AI in information processing, drafting, analysis, problem solving, and decision support. Recent open-access workplace AI studies have similarly focused on knowledge workers who actively use AI technologies in organizational settings. The study used a structured questionnaire method to collect the data from 251 full-time employees working in IT organizations in the Delhi NCR area who used generative AI tools like ChatGPT, Copilot, Gemini, or Claude for work-related purposes. The respondents have answered a structured questionnaire with items on employee–GenAI collaboration, creative self-efficacy, and workforce agility. In the present study, participation is voluntary, respondents were informed about the academic purpose of the survey, and confidentiality and anonymity, ensured before data collection. Where responses had large missing values or a very similar response pattern, or where careless responding was evident, the responses were screened out before analysis. This follows the logic of recent workplace AI survey studies and standard quantitative practice.

Table 1. Demographic Profile of Respondents

1.1 Gender

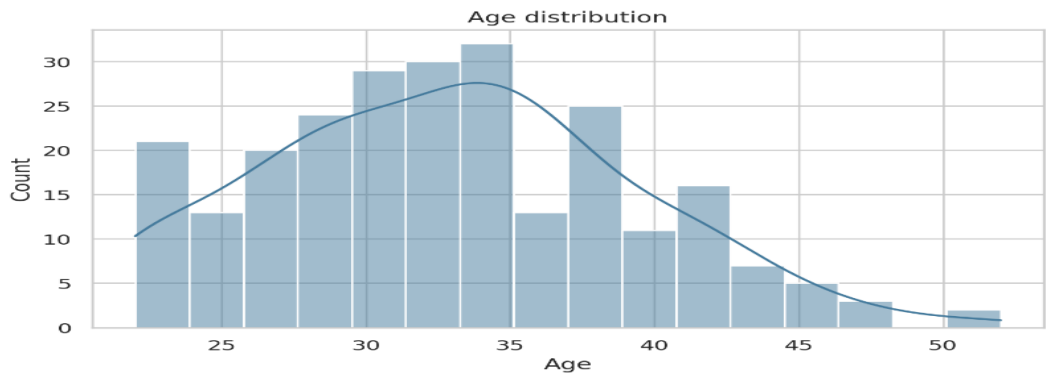
Category	n	%
Male	154	61.4
Female	93	37.1
Prefer not to say	4	1.6



1.2 Age group

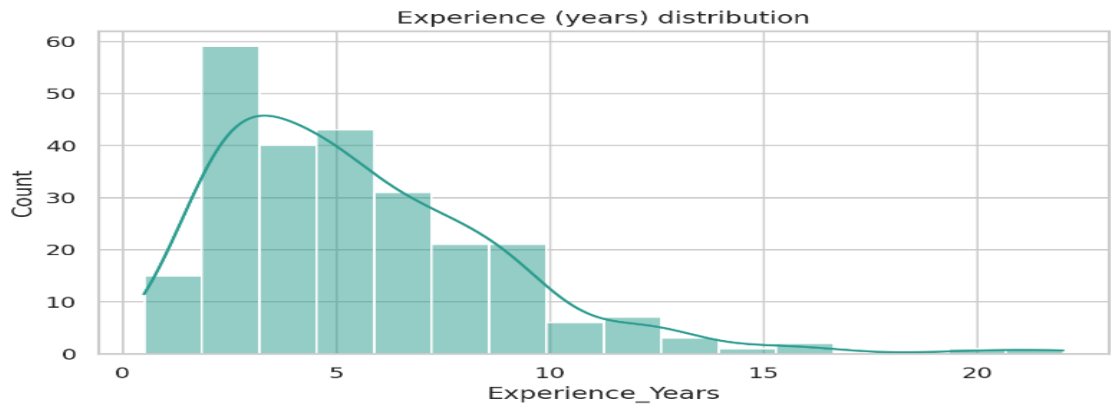
Category	n	%
31–35	72	28.7
26–30	63	25.1
36–40	49	19.5

22–25	34	13.5
41+	33	13.1



1.3 Experience group

Category	n	%
<2 years	19	7.6
2–5 years	112	44.6
5–10 years	102	40.6
10+ years	18	7.2



1.4 AI Use Frequency

Category	n	%
Daily	76	30.3
Several times/day	57	22.7
2-3 times/week	51	20.3
4-6 times/week	67	26.7

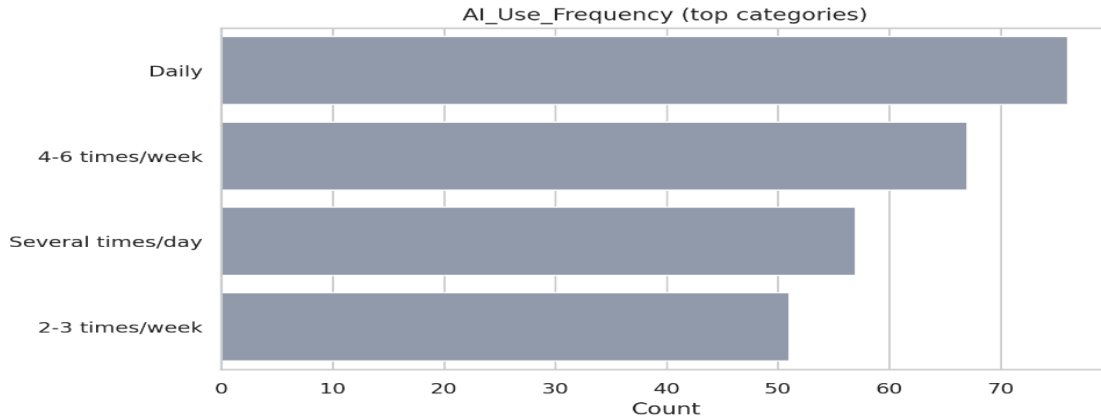


Table 2. Summary of Measurement Scales

Construct	Source	No. of Items	Dimensions	Sample Item / Description	Scale Type
Employee–GenAI Collaboration	Kong et al. (2023)	5	Unidimensional	Measures the extent to which employees collaborate with generative AI tools in work process integration, task completion support, collaborative activity, idea generation, and decision support.	5-point Likert scale (1 = Strongly Disagree to 5 = Strongly Agree)
Creative Self-Efficacy	Tierney and Farmer (2002)	4	Unidimensional	Assesses employees' confidence in generating creative ideas, solving problems creatively, producing useful new ideas at work, handling work tasks in creative ways	5-point Likert scale (1 = Strongly Disagree to 5 = Strongly Agree)
Workforce Agility	Cai et al. (2018)	15	Proactivity (5), Adaptivity (6), Resilience (4)	Captures employees' ability to proactively respond to change, adapt to new work demands, and remain resilient under uncertainty	5-point Likert scale (1 = Strongly Disagree to 5 = Strongly Agree)

3.3 Measures

All constructs are measured using previously validated scales and coded on a five-point Likert scale ranging from 1 = strongly disagree to 5 = strongly agree. To the study, some wording of the items was modified while maintaining the essence of the original scales.

Employee-GenAI Collaboration:

Employee-GenAI collaboration is measured via the employee-AI collaboration scale, a five-item scale adapted from Kong et al. (2023) to measure the degree to which employees collaborate with AI in their work processes. The scale assesses how deeply AI is integrated into employees' daily work processes integration, task completion support, collaborative activities, idea generation, and decision support. Current literature reports acceptable internal consistency for the scale and incorporates it into models with creative self-efficacy and work engagement.

Creative Self-Efficacy:

The scale adapted from Tierney and Farmer (2002) is used to assess employees' perceptions of their capacity to come up with creative ideas in the workplace. A four-item scale that measures employees' confidence in their ability to creatively solve problems and come up with useful new ideas is used to measure creative self-efficacy. Recent research on employee AI collaboration has employed this as a mediator in workplace AI models.

Workforce Agility:

Workforce agility is captured in the Cai et al. (2018) framework, operationalized through the three dimensions of proactivity, adaptivity and resilience. The subsequent validation work by Petermann and Zacher (2022) identifies the Cai et al. measure as one of the established workforce agility approaches and discusses its three-dimensional structure with respect to employee outcomes.

3.4 Analytical Strategy

The analysis process was divided into four steps. The first step was to calculate descriptive statistics and Cronbach's alpha coefficients for all constructs. The second step was to use a confirmatory factor analysis (CFA) to evaluate the measurement constructs of employee-GenAI collaboration, creative self-efficacy, and the three aspects of workforce agility, which are proactivity, adaptivity, and resilience. Third, correlation analysis was conducted to find the correlation between all research variables. Lastly, the mediation effect was examined through regression-based mediation analysis with bootstrapped indirect effects with 5,000 resamples.

4. Results

4.1 Reliability Analysis

The reliability analysis indicates that the constructs' internal consistency was satisfactory to good. The alpha value for the construct employee-GenAI collaboration was .865, for creative self-efficacy .805, for proactivity .856, for adaptivity .881, and for resilience .807. The alpha value for the overall workforce agility scale was .912. The alpha value for the overall workforce agility scale indicates that the scales used for the study have good internal reliability.

Table 3. Reliability Statistics

Construct	Items	Cronbach's alpha	Mean	SD
Employee-Generative AI Collaboration	5	0.865	3.11	0.985
Creative Self-Efficacy	4	0.805	3.291	0.981
Workforce Agility (Proactivity)	5	0.856	3.367	1.022
Workforce Agility (Adaptivity)	6	0.881	3.503	1.001
Workforce Agility (Resilience)	4	0.807	3.272	1.016
Workforce Agility (Overall)	15	0.912	3.396	0.851

4.2 Confirmatory Factor Analysis

The measurement model of a five-factor model of employee-GenAI collaboration, creative self-efficacy, proactivity, adaptivity, and resilience was tested. The measurement model had an excellent data-fit with the data ($\chi^2 = 235.105$, $df = 242$, $\chi^2/df = 0.972$, $CFI = 1.000$, $TLI = 1.000$, $RMSEA = .000$, $SRMR = .038$). All the standardized

factor loadings were statistically significant and ranged from .609 to .830. Composite reliability values ranged from .807 to .881, and average variance extracted values ranged from .512 to .567, establishing convergent validity. Additionally, the hypothesized five-factor model had a substantial better data-fit compared to alternative three-factor and one-factor models, establishing discriminant validity.

Table 4. Fit Indices of the Five-Factor Measurement Model

Model	Chi-square	df	Chi-square/df	CFI	TLI	RMSEA	SRMR
Five-factor measurement model	235.105	242	0.972	1	1	0	0.038

Table 5. Comparison of Alternative Measurement Models

Model	Chi-square	df	Chi-square/df	CFI	TLI	RMSEA	SRMR
Five-factor	235.105	242	0.972	1	1	0	0.038
Three-factor	566.273	249	2.274	0.883	0.87	0.071	0.064
One-factor	1167.129	252	4.631	0.662	0.63	0.121	0.112

Table 6. Standardized Factor Loadings, Composite Reliability and AVE

Construct	Item	Loading	CR	AVE
Employee–GenAI Collaboration	EGAIC1	0.672	0.867	0.567
Employee–GenAI Collaboration	EGAIC2	0.75	0.867	0.567
Employee–GenAI Collaboration	EGAIC3	0.714	0.867	0.567
Employee–GenAI Collaboration	EGAIC4	0.788	0.867	0.567
Employee–GenAI Collaboration	EGAIC5	0.83	0.867	0.567
Creative Self-Efficacy	CSE1	0.707	0.807	0.512
Creative Self-Efficacy	CSE2	0.661	0.807	0.512
Creative Self-Efficacy	CSE3	0.681	0.807	0.512
Creative Self-Efficacy	CSE4	0.804	0.807	0.512
Workforce Agility (Proactivity)	PRO1	0.675	0.857	0.546
Workforce Agility (Proactivity)	PRO2	0.785	0.857	0.546
Workforce Agility (Proactivity)	PRO3	0.804	0.857	0.546
Workforce Agility (Proactivity)	PRO4	0.742	0.857	0.546
Workforce Agility (Proactivity)	PRO5	0.679	0.857	0.546

Workforce Agility (Adaptability)	ADA1	0.742	0.881	0.554
Workforce Agility (Adaptability)	ADA2	0.83	0.881	0.554
Workforce Agility (Adaptability)	ADA3	0.674	0.881	0.554
Workforce Agility (Adaptability)	ADA4	0.75	0.881	0.554
Workforce Agility (Adaptability)	ADA5	0.734	0.881	0.554
Workforce Agility (Adaptability)	ADA6	0.727	0.881	0.554
Workforce Agility (Resilience)	RES1	0.784	0.812	0.521
Workforce Agility (Resilience)	RES2	0.609	0.812	0.521
Workforce Agility (Resilience)	RES3	0.691	0.812	0.521
Workforce Agility (Resilience)	RES4	0.788	0.812	0.521

Table 7. Discriminant Validity Assessment

Fornell-Larcker matrix (diagonal = sqrt AVE)					
Construct	Employee–GenAI Collaboration	Creative Self-Efficacy	Workforce Agility (Proactivity)	Workforce Agility (Adaptivity)	Workforce Agility (Resilience)
Employee–GenAI Collaboration	0.753	0.56	0.359	0.457	0.335
Creative Self-Efficacy	0.56	0.715	0.497	0.528	0.431
Workforce Agility (Proactivity)	0.359	0.497	0.739	0.692	0.636
Workforce Agility (Adaptivity)	0.457	0.528	0.692	0.744	0.633
Workforce Agility (Resilience)	0.335	0.431	0.636	0.633	0.722

4.3 Descriptive Statistics and Correlations

The correlation analysis indicated that the collaboration between employees and Gen AI was positively related to creative self-efficacy ($r = .483, p < .001$) and workforce agility ($r = .404, p < .001$). In addition, creative self-efficacy was positively related to workforce agility ($r = .483, p < .001$). At the dimension level, the collaboration between employees and Gen AI was positively related to proactivity ($r = .302, p < .001$), adaptivity ($r = .403, p < .001$), and resilience ($r = .292, p < .001$).

Table 8. Correlation Matrix of Study Variables

Variable	Employee–GenAI	Creative Self-Efficacy	Proactivity	Adaptivity	Resilience	Workforce Agility (Overall)

	Collaboration					
Employee-GenAI Collaboration	1	0.483	0.302	0.403	0.292	0.404
Creative Self-Efficacy	0.483	1	0.413	0.436	0.354	0.483
Proactivity	0.302	0.413	1	0.59	0.533	0.848
Adaptability	0.403	0.436	0.59	1	0.531	0.876
Resilience	0.292	0.354	0.533	0.531	1	0.782
Workforce Agility (Overall)	0.404	0.483	0.848	0.876	0.782	1

4.4 Mediation Analysis

The mediation analysis confirmed the hypothesized indirect effect. Employee GenAI collaboration was a significant predictor of creative self-efficacy ($b = .481, SE = .055, t = 8.698, p < .001$). Employee GenAI collaboration was a significant predictor of workforce agility in the total effect model ($b = .349, SE = .050, t = 6.963, p < .001$). When both employee GenAI collaboration and creative self-efficacy were entered as predictors, creative self-efficacy was a significant predictor of workforce agility ($b = .326, SE = .054, t = 6.066, p < .001$), and the direct effect of employee GenAI collaboration was significant but reduced in strength ($b = .192, SE = .053, t = 3.593, p < .001$). The indirect effect was significant, and the bootstrapped indirect effect was estimated as .156, with a 95% CI that did not contain zero, ranging from .101 to .217.

Table 9. Mediation Results

Regression-based mediation results				
Path	b	SE	t	p
EAIC → CSE (path a)	0.481	0.055	8.698	0
EAIC → WA (total effect, path c)	0.349	0.05	6.963	0
CSE → WA (controlling EAIC, path b)	0.326	0.054	6.066	0
EAIC → WA (direct effect controlling CSE, path c')	0.192	0.053	3.593	0.0004
Indirect effect ($a \times b$)	0.156			

Table 10. Bootstrap confidence interval for indirect effect

Regression-based mediation results				
Path	b	SE	t	p
EAIC → CSE (path a)	0.481	0.055	8.698	0

EAIC → WA (total effect, path c)	0.349	0.05	6.963	0
CSE → WA (controlling EAIC, path b)	0.326	0.054	6.066	0
EAIC → WA (direct effect controlling CSE, path c')	0.192	0.053	3.593	0.0004
Indirect effect (a × b)	0.156			

4.5 Interpretation

Taken together, the results suggest that greater employee generative AI collaboration is linked to greater workforce agility both directly and indirectly via creative self-efficacy. Employees who collaborate more with generative AI seems more confident with their creative problem-solving capabilities, and the stronger this creative self-efficacy, the greater their agility in terms of proactivity, adaptability and resilience. This pattern is theoretically consistent with recent research on workplace AI in that employee AI collaboration can boost creative self-efficacy, and with workforce agility research in that agility is a multidimensional employee capability.

5. Findings and Discussion

The results support the model and indicate that employee generative AI collaboration directly and indirectly (via creative self-efficacy) positively affects workforce agility. The employees who experience more frequent collaboration with generative AI tools report more proactivity, adaptivity and resilience, indicating that AI-enabled work can foster agile employee behaviour in dynamic organisations. The finding extends the prior workplace AI literature, which mainly emphasised outcomes such as proactive behaviour and work engagement, by indicating that AI-enabled work also fosters workforce agility as a strategic employee capability (Sun et al., 2026; Alviani et al., 2024).

The results suggest that employee–generative AI collaboration significantly increases creative self-efficacy, and creative self-efficacy significantly predicts workforce agility. This finding suggests that generative AI improves workforce agility not only by directly facilitating tasks but also by increasing employees' confidence and creative problem-solving capabilities to cope with changing work requirements. Creative self-efficacy thus partially mediates the relationship between employee–generative AI collaboration and workforce agility, providing a clear psychological explanation of how AI-enabled employee collaboration translates into agile employee behaviour. The interpretation confirms the antecedent and consequent relationships of the prior employee AI collaboration to creative self-efficacy and creative self-efficacy to adaptive, learning-oriented, and proactive behaviour (Sun et al., 2026; Hwang et al., 2025).

From a managerial perspective, the findings indicate that firms should not only see generative AI as a productivity tool, but also as a capability-building resource. Organisations that foster meaningful AI use for experimentation, idea generation, and problem solving, are more likely to develop a workforce that believes in its ability to adapt to unknown tasks and changing demands, especially in IT work environments that experience rapid and ongoing technological change (Jia et al., 2025).

6. Conclusion and Implications

This study demonstrates the positive direct and indirect influence of employee–GenAI collaboration on workforce agility through creative self-efficacy, thereby signifying that employees who collaborate more effectively with generative AI tools are more proactive, adaptive, and resilient in a dynamic work environment. The results position generative AI as a capability-building organizational resource, rather than just a productivity-enhancing technology and highlight the role of generative AI tools in bolstering employees' confidence in creative problem solving, which subsequently cultivates agile work behaviour. We contribute to the literature by demonstrating the link between workplace generative AI collaboration and workforce agility, and by identifying a clear psychological mechanism through which it operates. We provide a practical contribution by underscoring the importance of meaningful AI integration, support to employees, and work design that encourages creativity for organizations to cultivate a future-ready workforce, particularly in technology intensive industries.

7. Limitations and Future Research

This study is conducted only with employees of IT firms in Delhi NCR; therefore, generalizability could be constrained, and common method bias is plausible. In addition, this model focused only on creative self-efficacy as mediating mechanism. Future research could test this model in other sectors and locations, adopt a longitudinal or

multi-source design, and investigate other mediators or moderators such as AI literacy, psychological empowerment or organizational support.

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