



Employee Trust in Microsoft Copilot and Its Influence on Work Engagement, Job Satisfaction, and Innovative Work Behavior

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ABSTRACT

The rapid adoption of generative artificial intelligence in the workplace has transformed organizational practices and created the need to understand employees' trust in AI-based technologies. This study aims to examine the influence of employee trust in Microsoft Copilot on work engagement, job satisfaction, and innovative work behavior among employees of an information technology company. A quantitative approach was employed using a survey method through questionnaires distributed to 100 employees of an information technology company located in Summersari District, Jember Regency, East Java. The collected data were analyzed using Structural Equation Modeling-Partial Least Square (SEM-PLS). The results indicate that employee trust in Microsoft Copilot has a positive influence on work engagement, job satisfaction, and innovative work behavior. This study highlights the importance of building employee trust in AI technologies to enhance workplace engagement, satisfaction, and innovation, providing practical implications for organizations implementing AI-based systems.

INTRODUCTION

The rapid development of generative artificial intelligence (AI) has significantly transformed the way organizations conduct work activities, including decision-making processes, information management, and employee productivity enhancement. The emergence of AI-based technologies such as Microsoft Copilot represents a shift from conventional software utilization toward human-AI collaboration in modern workplaces. Organizations worldwide are increasingly adopting AI technologies to improve operational efficiency, reduce administrative workloads, and support employees in performing complex tasks (Dwivedi et al., 2023). However, the successful implementation of AI is not solely determined by technological capabilities but also by employees' acceptance and trust in these technologies (Jöhnk et al., 2021). Therefore, understanding how employee trust in AI influences workplace attitudes and behaviors has become an important issue in the field of human resource management (HRM).

Trust in AI technology has become a critical factor in organizational environments because employees need to perceive that AI systems are reliable, accurate, beneficial, and capable of supporting their work processes. Employee trust functions as a psychological mechanism that influences individuals' willingness to adopt, utilize, and integrate emerging technologies into their daily work activities (Glikson & Woolley, 2020). Low levels of trust may lead to technology resistance, uncertainty, and reduced utilization of digital innovations within organizations. Conversely, high levels of trust may encourage employees to perceive AI as a supportive tool rather than a threat to their professional roles, thereby improving engagement and workplace experiences (Kong et al., 2021). This issue has become increasingly relevant in information technology companies, where employees continuously interact with digital platforms and are required to maintain high levels of innovation.

Although research on AI adoption in organizations has expanded rapidly, a scientific gap remains regarding the relationship between trust in specific AI applications and its consequences for employee outcomes. Glikson and Woolley (2020) demonstrated that trust in AI is influenced by perceptions of technological competence, transparency, and reliability; however, their study did not specifically examine the effects of AI trust on employee psychological outcomes in workplace settings. Furthermore, Jöhnk et al. (2021) highlighted that organizational readiness and human factors are essential for successful AI implementation, but their research primarily focused on organizational perspectives rather than individual user experiences. Kellogg et al. (2020) revealed that AI technologies can reshape work structures and human-technology relationships, yet their study did not explore how trust in AI affects employee engagement, job satisfaction, and innovative behaviors. Therefore, further research is required to examine the influence of employee trust in AI on important HRM outcomes.

In addition to these research gaps, empirical studies specifically examining Microsoft Copilot as a generative AI workplace tool remain limited due to its relatively recent widespread adoption. Dwivedi et al. (2023) emphasized that generative AI provides significant opportunities for

organizational transformation while simultaneously creating challenges related to trust, user readiness, and behavioral adaptation. Bessen et al. (2023) found that AI adoption can enhance workplace productivity when employees are able to adapt effectively and understand AI as a complementary technology. However, previous studies have not sufficiently investigated how trust in specific generative AI systems influences employee satisfaction and innovative work behavior. Therefore, this study seeks to address this gap by examining how employee trust in Microsoft Copilot affects employees' psychological and behavioral outcomes within an organizational context.

Based on these issues, this study aims to analyze the influence of employee trust in Microsoft Copilot on work engagement, job satisfaction, and innovative work behavior among employees of an information technology company located in Summersari District, Jember Regency, East Java. This research adopts an HRM perspective to understand how human-AI interaction contributes to employee experiences and workplace outcomes in the digital transformation era. Theoretically, this study contributes to the development of organizational behavior literature by extending knowledge regarding AI trust as a determinant of employee attitudes and behaviors. Practically, this research provides insights for organizations in designing AI implementation strategies that enhance employee acceptance, engagement, and productivity. Furthermore, the findings may assist organizations in developing effective, transparent, and sustainable AI adoption policies.

The contribution of this research lies in integrating technology trust perspectives with HRM theories to explain how AI technologies influence employee engagement, satisfaction, and innovation. This study supports the perspective that successful digital transformation depends not only on technological sophistication but also on human factors as primary users of digital systems (Venkatesh et al., 2022). By focusing on Microsoft Copilot as an emerging generative AI technology, this research provides empirical insights into AI utilization within professional work environments. Moreover, the findings offer practical implications for information technology companies seeking to improve employee readiness and trust toward AI-driven workplace transformation. Therefore, this study is expected to contribute to future discussions on AI-enabled human resource management and sustainable digital innovation.

LITERATURE REVIEW

Artificial Intelligence Adoption in the Workplace

The adoption of artificial intelligence (AI) in the workplace has accelerated organizational transformation by changing how employees perform tasks, make decisions, and collaborate. AI-based technologies are increasingly perceived as tools that enhance human capabilities, improve productivity, and support complex problem-solving processes. However, successful AI implementation depends not only on technological readiness but also on employees' perceptions of usefulness, reliability, and acceptance of these systems. Recent studies indicate that AI adoption influences employee

outcomes, including work adaptation, psychological responses, and organizational effectiveness (Soulati et al., 2024). Therefore, understanding employee responses toward AI technologies has become an important research area in human resource management, particularly in organizations implementing generative AI tools such as Microsoft Copilot.

Employee Trust in Artificial Intelligence

Employee trust in AI refers to employees' willingness to rely on AI systems based on perceived reliability, competence, transparency, and expected benefits. Trust plays an important role because AI systems often operate through complex algorithms, requiring employees to evaluate the accuracy and credibility of generated outputs before using them in work activities. Bach et al. (2023) explained that trust in AI-enabled systems is influenced by technological characteristics, ethical considerations, and user-related factors. Furthermore, AI adoption can reshape workplace relationships and employee experiences, making trust an essential factor in technology acceptance and human-AI collaboration (Kellogg et al., 2020). In the context of Microsoft Copilot, employee trust is expected to determine whether employees perceive AI as a supportive workplace resource or as a potential challenge to their professional roles.

Artificial Intelligence and Work Engagement

Work engagement represents employees' psychological involvement, motivation, and commitment toward their work. AI technologies can enhance work engagement by reducing repetitive tasks, improving efficiency, and allowing employees to focus on more meaningful activities. However, the positive impact of AI depends on employees' perceptions of technological support and their confidence in using AI systems. Research by García-Navarro et al. (2024) shows that AI-based workplace transformation can influence employee engagement through improved work processes and digital workplace experiences. Similarly, Rick et al. (2024) emphasized that human-centered AI implementation is necessary to create supportive digital workplaces that strengthen employee engagement. Therefore, employee trust in Microsoft Copilot may serve as an important factor influencing employees' willingness to engage actively with their work.

Artificial Intelligence, Job Satisfaction, and Employee Experience

Job satisfaction reflects employees' positive evaluation of their work environment, including perceived support, autonomy, and effectiveness in completing tasks. AI technologies may increase job satisfaction by reducing workload and supporting employees in performing complex activities, but they may also create concerns regarding job security and role changes. Ghosh and Sadeghian (2024) highlighted that employees tend to respond positively to AI when technology is perceived as a complement to human capabilities rather than a replacement for workers. In addition, trust plays an important role in reducing uncertainty and improving employees' acceptance of AI-based systems. Therefore, higher employee trust in Microsoft Copilot is expected to

contribute to improved job satisfaction by increasing perceptions of technological support and workplace efficiency.

Artificial Intelligence and Innovative Work Behavior

Innovative work behavior refers to employees' ability to generate, develop, and implement new ideas to improve organizational performance. AI technologies can support innovative behavior by providing information, generating alternative solutions, and assisting employees in creative problem-solving activities. Prasad and De (2024) found that generative AI can enhance HRM practices and employee outcomes through the mediating role of trust, indicating that trust is an important mechanism in achieving positive organizational impacts. Furthermore, Marimon et al. (2024) demonstrated that trust in generative AI contributes to employee engagement and performance by enabling more effective human-AI collaboration. Therefore, employees who trust Microsoft Copilot are expected to be more willing to explore new approaches, experiment with AI capabilities, and demonstrate innovative work behavior.

METHODOLOGY

Research Design and Approach

This study employed a quantitative research approach using a survey method through questionnaires distributed to 100 employees of an information technology company located in Summersari District, Jember Regency, East Java. The research adopted an explanatory research design aimed at examining causal relationships between employee trust in Microsoft Copilot as an independent variable and work engagement, job satisfaction, and innovative work behavior as dependent variables. A quantitative approach was selected because the study focuses on measuring relationships among variables through numerical data and statistical hypothesis testing. According to Creswell and Creswell (2023), quantitative research is appropriate for studies that examine relationships between measurable constructs using structured instruments and statistical procedures. Furthermore, the explanatory design allows researchers to evaluate the extent to which employee trust in AI-based technologies contributes to changes in employee attitudes and behaviors within organizational settings.

Population and Sampling Technique

The population of this study consisted of employees working in an information technology company located in Summersari District, Jember Regency, East Java, who utilize digital technologies in their daily work activities. The sample was selected using a non-probability sampling technique, specifically purposive sampling, because the study required respondents with specific experiences related to AI-based workplace technologies. Purposive sampling enables researchers to select participants based on predetermined characteristics that are relevant to the research objectives (Campbell et al., 2020). The study involved 100 respondents who met the following criteria: active

employees, minimum six months of work experience, involvement in digital-based work processes, and familiarity with Microsoft Copilot or other AI-assisted workplace tools. The selection of 100 respondents was considered adequate because the research model involved several latent constructs analyzed using Partial Least Square Structural Equation Modeling (PLS-SEM), which is suitable for predictive research models with relatively complex relationships among variables (Hair et al., 2022).

Data Collection and Research Instruments

Data were collected using a structured questionnaire distributed electronically to selected respondents. The questionnaire consisted of measurement items designed to assess four main constructs: employee trust in Microsoft Copilot, work engagement, job satisfaction, and innovative work behavior. Measurement indicators for employee trust in AI were adapted from previous studies focusing on trust in artificial intelligence systems, including dimensions related to reliability, perceived competence, transparency, and confidence in AI recommendations. Work engagement indicators were adapted from established organizational behavior measurements, covering vigor, dedication, and absorption, while job satisfaction and innovative work behavior items were adapted from previous human resource management studies. According to Podsakoff et al. (2020), the use of validated measurement scales from previous research improves construct accuracy and reduces measurement bias in quantitative studies. All items were measured using a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree).

Validity and Reliability Testing

Before conducting hypothesis testing, the research instrument was evaluated through validity and reliability assessments to ensure measurement quality. Construct validity was examined using convergent validity and discriminant validity analysis. Convergent validity was assessed through factor loading values and Average Variance Extracted (AVE), while discriminant validity was evaluated using cross-loading analysis and the Fornell-Larcker criterion. Reliability testing was conducted using Cronbach's Alpha and Composite Reliability values to determine the internal consistency of each construct. According to Hair et al. (2021), measurement models in PLS-SEM should meet acceptable reliability and validity criteria before proceeding to structural model evaluation. These procedures ensured that the measurement instruments accurately represented employee perceptions regarding Microsoft Copilot and its influence on workplace outcomes.

Research Procedure

The research procedure was conducted through several systematic stages. The first stage involved identifying research problems, developing the conceptual model, and reviewing relevant theories related to AI trust, employee behavior, and human resource management. The second stage consisted of developing the research instrument by adapting measurement items from previous studies and conducting validity preparation before data collection.

The third stage involved distributing questionnaires to selected respondents who met the predetermined criteria and collecting completed responses. After data collection, the responses were screened, coded, and prepared for statistical analysis. The final stage involved analyzing the data, interpreting the findings, and drawing conclusions regarding the influence of employee trust in Microsoft Copilot on work engagement, job satisfaction, and innovative work behavior.

Data Analysis Technique

The collected data were analyzed using Partial Least Square Structural Equation Modeling (PLS-SEM) with SmartPLS 4 software. PLS-SEM was selected because it is appropriate for exploratory and predictive research that examines relationships between latent variables and does not require strict assumptions regarding data normality (Sarstedt et al., 2022). The analysis consisted of two stages: evaluation of the measurement model (outer model) and evaluation of the structural model (inner model). The outer model analysis examined indicator reliability, internal consistency reliability, convergent validity, and discriminant validity. Meanwhile, the inner model analysis evaluated hypothesis relationships through path coefficients, coefficient of determination (R^2), effect size (f^2), predictive relevance (Q^2), and significance testing using bootstrapping procedures. The results of these analyses were used to determine whether employee trust in Microsoft Copilot significantly influences work engagement, job satisfaction, and innovative work behavior.

Research Hypotheses

Employee Trust in Microsoft Copilot and Work Engagement

Employee trust in AI technology reflects employees' confidence that AI systems are reliable, useful, and capable of supporting their work activities. When employees trust Microsoft Copilot, they are more likely to perceive the technology as a valuable workplace resource that reduces task complexity and enhances work effectiveness. This positive perception may increase employees' psychological attachment, enthusiasm, and involvement in their work. Therefore, employee trust in Microsoft Copilot is expected to positively influence work engagement.

H1: Employee trust in Microsoft Copilot has a positive and significant influence on work engagement.

Employee Trust in Microsoft Copilot and Job Satisfaction

Trust in AI-based workplace technology can reduce uncertainty and improve employees' perceptions of organizational support. Employees who believe that Microsoft Copilot provides accurate and useful assistance may experience greater satisfaction because technology helps them complete tasks more efficiently and effectively. In contrast, low trust may create uncertainty and resistance toward AI implementation, reducing positive workplace experiences. Therefore, higher employee trust in Microsoft Copilot is expected to increase job satisfaction.

H2: Employee trust in Microsoft Copilot has a positive and significant influence on job satisfaction.

Employee Trust in Microsoft Copilot and Innovative Work Behavior

Innovative work behavior involves employees' ability to generate, promote, and implement new ideas within organizations. Trust in Microsoft Copilot may encourage employees to explore AI capabilities, experiment with new approaches, and integrate AI-generated insights into their problem-solving processes. When employees perceive AI as a reliable collaboration partner, they are more likely to engage in creative activities and innovation. Therefore, employee trust in Microsoft Copilot is expected to positively influence innovative work behavior.

H3: Employee trust in Microsoft Copilot has a positive and significant influence on innovative work behavior.

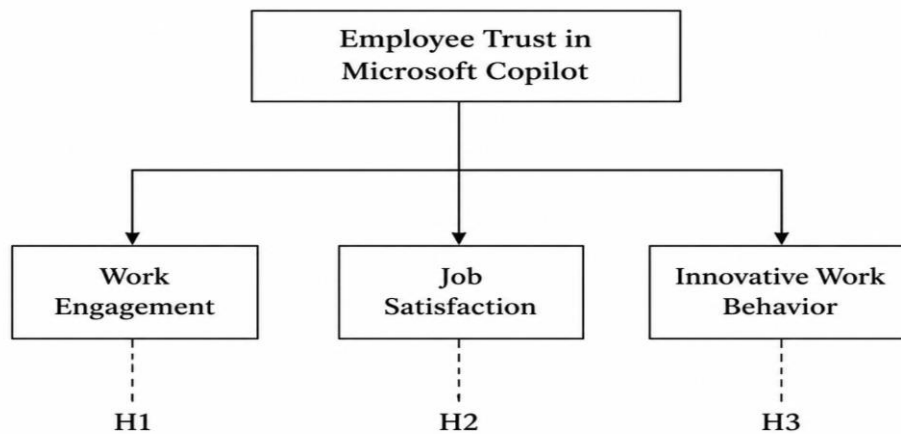


Figure 1. Research Conceptual Framework

RESULT AND DISCUSSION

Respondent Characteristics

This study involved 100 employees from an information technology company located in Summersari District, Jember Regency, East Java. The respondents were selected based on predetermined criteria, including active employment status, involvement in digital-based work processes, and familiarity with Microsoft Copilot or AI-assisted workplace technologies. The characteristics of respondents were analyzed to describe the demographic profile of participants involved in this research. The distribution of respondents based on gender, age, working experience, and position is presented in Table 1.

Table 1. Respondent Characteristics

Characteristics	Category	Frequency	Percentage
Gender	Male	62	62%
	Female	38	38%
Age	20–30 years	54	54%
	31–40 years	32	32%

	>40 years	14	14%
Working Experience	<3 years	35	35%
	3–5 years	41	41%
	>5 years	24	24%
Position	Software Engineer	36	36%
	System Analyst	18	18%
	Project Manager	12	12%
	Administration & Support	34	34%

Based on Table 1, the majority of respondents were male (62%), aged between 20–30 years (54%), and had 3–5 years of working experience (41%). In terms of position, software engineers represented the largest group of respondents (36%), followed by administration and support employees (34%). These characteristics indicate that most respondents were employees who actively engaged with digital-based work processes and were relevant to evaluating Microsoft Copilot adoption.

Measurement Model Evaluation (Outer Model)

The measurement model evaluation was conducted to assess the validity and reliability of the research constructs. This assessment examined four constructs: employee trust in Microsoft Copilot, work engagement, job satisfaction, and innovative work behavior. The evaluation was performed using Cronbach's Alpha, Composite Reliability, and Average Variance Extracted (AVE) values to ensure that the measurement instruments met the required criteria. The results of construct validity and reliability testing are presented in Table 2.

Table 2. Construct Reliability and Validity

Construct	Cronbach's Alpha	Composite Reliability	AVE	Result
Employee Trust in Microsoft Copilot	0.891	0.919	0.656	Valid & Reliable
Work Engagement	0.875	0.907	0.620	Valid & Reliable
Job Satisfaction	0.864	0.899	0.598	Valid & Reliable
Innovative Work Behavior	0.883	0.914	0.641	Valid & Reliable

Table 2 shows that all constructs achieved acceptable reliability and validity values. Employee Trust in Microsoft Copilot obtained a Cronbach's Alpha value of 0.891, Composite Reliability of 0.919, and AVE of 0.656. All constructs exceeded the recommended thresholds, indicating that the measurement model was reliable and demonstrated adequate convergent validity.

Structural Model Evaluation (Inner Model)

The structural model evaluation was conducted to examine the predictive capability of the proposed research model. The analysis used PLS-SEM through SmartPLS 4 by evaluating the coefficient of determination (R^2) and predictive relevance (Q^2). These values indicate the extent to which employee trust in Microsoft Copilot explains variations in work engagement, job satisfaction, and innovative work behavior. The results of structural model assessment are presented in Table 3.

Table 3. Structural Model Assessment

Dependent Variable	R^2	Q^2	Predictive Level
Work Engagement	0.428	0.251	Moderate
Job Satisfaction	0.396	0.224	Moderate
Innovative Work Behavior	0.465	0.287	Moderate

The results in Table 3 indicate that employee trust in Microsoft Copilot explains 42.8% of work engagement, 39.6% of job satisfaction, and 46.5% of innovative work behavior. The Q^2 values for all dependent variables are above zero, indicating that the proposed model has predictive relevance. Overall, the structural model demonstrates moderate predictive capability in explaining employee outcomes related to AI technology adoption.

Hypothesis Testing Results

Hypothesis testing was conducted using the bootstrapping procedure in SmartPLS 4 with 5,000 subsamples. The evaluation was based on path coefficient values, t-statistics, and p-values to determine the significance of relationships between employee trust in Microsoft Copilot and the dependent variables. The hypothesis testing results are presented in Table 4.

Table 4. Hypothesis Testing Results

Hypothesis	Relationship	Path Coefficient (β)	T-Statistic	P-Value	Decision
H1	Employee Trust in Microsoft Copilot → Work Engagement	0.654	8.421	0.000	Supported
H2	Employee Trust in Microsoft Copilot → Job Satisfaction	0.629	7.856	0.000	Supported
H3	Employee Trust in Microsoft Copilot → Innovative Work Behavior	0.681	9.114	0.000	Supported

Table 4 demonstrates that all proposed hypotheses were supported. Employee trust in Microsoft Copilot positively influenced work engagement with a path coefficient of 0.654 ($t = 8.421$; $p = 0.000$), job satisfaction with a path coefficient of 0.629 ($t = 7.856$; $p = 0.000$), and innovative work behavior with the highest path coefficient of 0.681 ($t = 9.114$; $p = 0.000$). These results confirm that trust in Microsoft Copilot significantly contributes to employee-related outcomes within the organizational context.

The Influence of Employee Trust in Microsoft Copilot on Work Engagement

The findings demonstrate that employee trust in Microsoft Copilot has a positive and significant influence on work engagement, supporting H1 ($\beta = 0.654$; $p < 0.001$). This result indicates that employees who perceive Microsoft Copilot as reliable, useful, and supportive are more likely to show higher levels of enthusiasm, dedication, and involvement in their work activities. Trust in AI technology appears to function as an important psychological resource that encourages employees to integrate AI tools into their daily workflows. This finding aligns with the Job Demands–Resources (JD-R) perspective, which suggests that technological resources can enhance employee motivation and engagement when they are perceived as supportive rather than threatening.

The positive relationship between AI trust and work engagement can be explained by the role of Microsoft Copilot as an augmentation technology that reduces cognitive workload and supports task completion. Employees who trust AI-generated recommendations may experience greater confidence in performing complex tasks, allowing them to allocate more attention toward strategic and creative activities. This finding is consistent with the research of Parker and Grote (2022), who emphasized that human-centered digital technologies can improve employee experiences when technology enhances human capabilities rather than replacing human contributions. Furthermore, the results support the argument that successful AI implementation depends on employees' psychological acceptance and willingness to collaborate with intelligent systems.

However, the influence of AI trust on engagement may vary depending on organizational readiness, employee digital literacy, and previous experiences with AI technologies. Employees with limited technological familiarity may experience uncertainty or anxiety, which can reduce the positive effect of AI adoption on engagement. According to Long and Magerko (2020), AI literacy plays an important role in shaping individuals' understanding, confidence, and appropriate interaction with AI systems. Therefore, organizations implementing Microsoft Copilot need to provide sufficient training and support mechanisms to ensure that employees can utilize AI technology effectively.

The Influence of Employee Trust in Microsoft Copilot on Job Satisfaction

The second finding confirms that employee trust in Microsoft Copilot significantly influences job satisfaction, supporting H2 ($\beta = 0.629$; $p < 0.001$). This result demonstrates that employees who trust AI-based workplace tools

tend to experience more positive perceptions regarding their work environment. Microsoft Copilot may contribute to job satisfaction by improving work efficiency, reducing repetitive administrative tasks, and providing assistance in completing complex assignments. Therefore, trust becomes an essential mechanism that determines whether employees perceive AI implementation as beneficial or disruptive.

The findings support the technology acceptance perspective, which emphasizes that perceived usefulness and confidence in technology influence users' attitudes toward technology adoption. When employees believe that Microsoft Copilot provides accurate and valuable assistance, they are more likely to perceive AI as organizational support rather than an additional workplace burden. This finding is consistent with Raisch and Krakowski (2021), who explained that the effective integration of AI requires a balance between automation and human decision-making, where technology should complement employees' abilities and improve workplace experiences.

Nevertheless, AI implementation may also create challenges that potentially reduce job satisfaction, particularly when employees perceive AI as a threat to job security or professional identity. The positive findings in this study indicate that employees in the observed information technology environment tend to view Microsoft Copilot as an enabling technology rather than a replacement mechanism. This may be influenced by the nature of IT work, where employees are generally more familiar with technological innovation. Future research should examine whether similar relationships occur in less technology-oriented industries where employee perceptions toward AI may differ.

The Influence of Employee Trust in Microsoft Copilot on Innovative Work Behavior

The strongest relationship identified in this study was between employee trust in Microsoft Copilot and innovative work behavior, supporting H3 ($\beta = 0.681$; $p < 0.001$). This finding indicates that trust in AI technology encourages employees to explore new methods, generate ideas, and experiment with AI-supported solutions. Microsoft Copilot provides employees with opportunities to access information, generate alternatives, and accelerate creative problem-solving processes. Therefore, trust in AI functions as a catalyst that enables employees to transform technological capabilities into innovative workplace practices.

This result strengthens the perspective that AI technologies can enhance employee creativity when integrated through effective human-AI collaboration. Employees who perceive AI as a reliable partner are more likely to experiment with new approaches and incorporate AI-generated insights into decision-making processes. This finding is supported by Wilson and Daugherty (2022), who argued that organizations gain greater value from AI when humans and intelligent systems collaborate rather than operate independently. The current findings extend this perspective by demonstrating that trust represents a critical psychological factor that enables employees to engage in innovative behavior.

Although the relationship was strongly positive, innovative work behavior may also depend on organizational culture, leadership support, and freedom to experiment. Employees may trust AI but remain reluctant to apply innovative approaches if organizational structures discourage risk-taking or experimentation. According to Amabile and Pratt (2021), innovation requires not only individual capability but also a supportive organizational environment that encourages creativity and implementation of new ideas. Therefore, organizations should combine AI adoption strategies with innovation-oriented management practices.

Theoretical and Practical Implications

The findings provide several theoretical contributions to human resource management and organizational behavior research. This study extends existing AI adoption literature by demonstrating that employee trust in Microsoft Copilot is not only related to technology acceptance but also influences important employee outcomes, including engagement, satisfaction, and innovative behavior. The results emphasize that human factors remain central in determining the success of digital transformation initiatives. Therefore, this research contributes to the development of AI-based HRM perspectives by highlighting trust as a key mechanism connecting technology implementation and employee outcomes.

From a practical perspective, organizations implementing Microsoft Copilot should focus on developing employee trust through transparent communication, AI training programs, and responsible technology governance. Providing employees with knowledge regarding AI capabilities and limitations may increase confidence and reduce resistance toward AI adoption. Organizations should also ensure that AI implementation supports employee development rather than creating perceptions of technological replacement. These strategies are particularly important for information technology companies that rely heavily on continuous innovation and digital transformation.

CONCLUSIONS AND RECOMMENDATIONS

This study concludes that employee trust in Microsoft Copilot has a positive and significant influence on work engagement, job satisfaction, and innovative work behavior among employees of an information technology company in Summersari District, Jember Regency, East Java. The results of PLS-SEM analysis confirm that all proposed hypotheses are supported, indicating that higher levels of trust toward Microsoft Copilot contribute to stronger employee engagement, improved job satisfaction, and greater innovative work behavior. These findings highlight that successful AI implementation in organizations is not only determined by technological capabilities but also by employees' confidence and acceptance toward AI-based workplace systems.

This study recommends that organizations implementing Microsoft Copilot should strengthen employee trust through continuous AI training, transparent communication regarding AI capabilities and limitations, and

responsible technology governance. Future research is recommended to expand the research context by involving organizations from different industries, increasing sample diversity, and incorporating additional variables such as AI literacy, organizational support, perceived risk, or ethical concerns to provide a more comprehensive understanding of AI adoption in human resource management. Furthermore, longitudinal studies may be conducted to examine how employee trust in AI develops over time as employees gain more experience using generative AI technologies.

ADVANCED RESEARCH

Future advanced research should explore broader perspectives regarding human-AI collaboration in organizational environments by examining additional psychological and organizational factors that influence employee responses toward AI technologies. Although this study focuses on employee trust in Microsoft Copilot and its effects on work engagement, job satisfaction, and innovative work behavior, future studies may investigate the mediating or moderating roles of AI literacy, digital readiness, leadership support, psychological safety, and organizational culture. Such investigations can provide deeper insights into how organizations can achieve sustainable AI transformation while maintaining employee well-being and innovation capabilities.

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