



AMERICAN
PSYCHOLOGICAL
ASSOCIATION

2026 WORK IN AMERICA™ SURVEY

Beyond Skills and Experience

Psychological Capital in the Modern Workplace

SEPTEMBER 2026



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Executive Summary

Organizational leaders routinely confront a basic challenge: Workers facing similar workplace conditions often respond very differently. Some remain engaged, confident, and optimistic about the future, while others struggle more with stress, uncertainty, and change. Understanding these differences matters because they extend beyond workers' day-to-day experiences to outcomes organizations routinely seek to improve, including engagement, performance, retention, and adaptation to new technologies. Traditional indicators of workforce capability—such as education, experience, technical skills, and job role—are important, but they do not always tell the whole story.

APA's 2026 *Work in America* survey suggests that another part of the explanation may lie in the psychological capacities workers bring to, and cultivate within, the workplace. One established psychological framework for understanding a subset of these capacities is **psychological capital** (PsyCap), which combines hope, efficacy, resilience, and optimism. Prior research has linked psychological capital to how workers experience work, respond to workplace challenges, and perform.

Across this year's survey, workers with higher levels of psychological capital consistently reported stronger workplace relationships, greater feelings of being valued and of belonging, lower workplace strain, better mental well-being, and greater confidence about their future. The differences also extended to outcomes organizations routinely seek to improve. Individuals with higher psychological capital reported higher levels of engagement, greater job satisfaction, stronger self-rated performance, and lower intentions to leave their employer. Associations between psychological capital and these outcomes remained statistically significant after accounting for several demographic and occupational characteristics, including age, education, income, job level, job type, and work arrangement. Workers with higher psychological capital were also more likely to see opportunities associated with AI and technological change, expressed greater confidence about adapting to technological change, and reported greater benefits from using AI tools.

Taken together, these findings highlight the importance of understanding psychological capacities when developing strategies to enhance employee and workplace effectiveness. By giving greater attention to psychological capital and other psychological capacities, organizations may gain another useful perspective on how to help workers perform, adapt, and thrive in an increasingly complex workplace.

Introduction

Organizations have always had to adapt to changing conditions. Today, however, technological advances, shifting economic conditions, evolving ways of organizing work, and a rapid flow of information are accelerating the pace of workplace change. Together, these forces make it increasingly important to understand why workers respond differently to similar workplace challenges and how organizations can respond effectively.

Managers routinely look to factors such as education, experience, technical skills, job responsibilities, and past performance to understand how workers are likely to perform and adapt. These factors provide valuable information, but they do not tell the whole story. Workers with similar qualifications can still differ markedly in how they engage with their work, respond to new technologies,

navigate uncertainty, collaborate with coworkers, and ultimately perform. What else might help explain these differences?

Using data from a survey of employed U.S. adults that was weighted to be nationally representative, this report examines whether psychological capacities help explain differences in workers’ reported workplace experiences, organizational outcomes, and patterns of how they adapt to new technologies such as artificial intelligence. Psychologists refer to one established framework for understanding a subset of these capacities as psychological capital (PsyCap). Psychological capital combines four related psychological capacities: hope, efficacy (confidence), resilience, and optimism.

Psychological Capital

H Hope Goals and pathways	E Efficacy Confidence to succeed
R Resilience Recover from setbacks	O Optimism Positive expectations

These four related capacities are theorized to function together as an integrated psychological resource, while each also represents a distinct psychological capacity.

Although hope, efficacy, resilience, and optimism each contribute to an individual’s PsyCap in different ways, past research and theory suggest they also work together as an integrated psychological resource. Prior research also suggests psychological capital is associated with how people experience work, respond to workplace challenges, and

perform. It can be measured, and prior research suggests that it can be developed through intervention. Although optimism is one component of psychological capital, the framework also includes hope, efficacy (confidence), and resilience. Accordingly, psychological capital is broader than simply having a positive outlook.

A Framework for Understanding Workplace Effectiveness



In our survey, we measured psychological capital using a validated five-item instrument that captures the four psychological capacities described above.¹ Each respondent received an overall PsyCap score and was grouped into one of three categories representing relatively lower, moderate, or higher levels of psychological capital (see Appendix A for details on methodology, including score cutoffs for the three groups).² For ease of interpretation, the subsequent findings focus on differences between the

low and high PsyCap levels. However, it should be noted that workers with moderate levels of psychological capital consistently reported results that fell between those of the low and high PsyCap groups, suggesting that the observed relationships fall along a continuum (see Appendix C). Further, because our analyses are based on cross-sectional survey data, we identify patterns of association rather than causal relationships. This important distinction is explored further in the Discussion section of this report.

1 Szerdahelyi, M., Paterson, T. A., Huang, L., Martos, T., & Komlósi, L. (2024). Validation of the PCQ-5: A short form to measure state positive psychological capital. *Group & Organization Management*, 49(1), 215–245. <https://doi.org/10.1177/10596011221127383>. Items for the PCQ-5 were drawn, with permission, from the original PCQ-24 (Luthans, F., Youssef, C. M., and Avolio, B. J. (2007). *Psychological capital: Developing the human competitive edge*. Oxford University Press, pp. 237–238). Empirical validation of the PCQ-24 is reported in Luthans, F., Avolio, B. J., Avey, J. B., and Norman, S. M. (2007). Positive psychological capital: Measurement and relationship with performance and satisfaction. *Personnel Psychology*, 60(3), 541–572. <https://doi.org/10.1111/j.1744-6570.2007.00083.x>.

2 Within our sample, the proportion of respondents classified in the high PsyCap category was similar across most demographic groups. For example, there were no statistically significant differences in the percentage of male respondents who placed in the high PsyCap category (27%) versus female respondents (27%). Similarly, there were no statistically significant differences in the percentages of White (28%), Hispanic or Latine (25%), and Black (31%) respondents who placed in the high PsyCap category. However, a lower percentage of Asian respondents (12%) placed in the high PsyCap category. Regarding age, more respondents 65 and over (37%) placed in the high PsyCap category than respondents between 18 and 25 (24%) or respondents between 26 and 43 (26%). Regarding income, more respondents with incomes of \$200,000 or higher (36%) placed in the high PsyCap category than respondents with incomes less than \$35,000 (17%), between \$35,000 and \$74,999 (23%), between \$75,000 and \$99,999 (22%), and between \$100,000 and \$199,999 (26%). Associations between PsyCap scores and variables such as education, income, and type of work cannot be fully ruled out as possible drivers of group differences reported herein, and are discussed further throughout this report and in Appendices B and D. Nonetheless, the positive relationship between higher PsyCap and key outcomes in this report remained apparent even among employees with comparable demographic backgrounds and job characteristics.

Importantly, this survey was not designed to determine whether PsyCap varies as a function of demographic factors. We report these numbers for descriptive purposes and to underscore that differences between levels of PsyCap did not appear to be merely a proxy for obvious demographic differences. We are not drawing any broad conclusions regarding associations between demographics and PsyCap. Rather, we encourage further research specifically designed to address these questions.



The differences between workers with higher and lower psychological capital were also reflected in some of their own words. When asked what helps them keep going during difficult or uncertain times at work, their responses often reflected markedly different ways of thinking about workplace challenges.

What helps keep you going during difficult or uncertain times at work?

Low PsyCap	High PsyCap
“The bills I have to pay for” 59-year-old White male office worker	“Hope keeps me going” 36-year-old Black female customer/client/patient service worker
“Nothing, I just leave and start over the next day” 40-year-old Black female frontline worker	“My supportive team, clear long-term career goals, and stabilizing family responsibilities keep me fully motivated.” 36-year-old Hispanic/Latine male office worker

If psychological capacities help explain why workers respond differently to workplace challenges, we would expect to see related patterns across multiple aspects of workers’ experiences. The next three sections examine those patterns in workers’ psychological experiences, organizational outcomes, and adaptation to AI.



The Psychological Experience of the Workplace

A central question explored in this report is why workers with similar observable characteristics can experience work so differently. The survey results suggest that psychological capital is associated with many of those differences. Across measures of workplace health, relationships, belonging, and well-being, workers with different levels of psychological capital consistently reported noticeably different workplace experiences.

CURRENT EMPLOYMENT

Nearly all workers (95%) reported that it is important to them to work for an organization that values their emotional and psychological well-being. Despite the importance workers place on psychologically healthy workplaces, fewer workers described their workplace as healthy in 2026 (80%) than in 2025 (85%), and fewer reported feeling valued at work (80% vs. 84%). Examining the respondents' answers by level of psychological capital reveals substantial differences within these patterns.

Nearly all workers with high PsyCap (96%) reported feeling valued at work, compared with 62% of workers with low PsyCap. Similarly, more than 9 in 10 workers with high PsyCap (93%) reported that they matter to their employer, compared with 61% of workers with low PsyCap. The same pattern was evident in perceptions of workplace health. When asked how they would describe their overall workplace experience (very healthy, somewhat healthy, somewhat toxic, or very toxic), nearly all workers with high PsyCap (95%) described their workplace as very or somewhat healthy, compared with less than two-thirds (63%) of workers with low PsyCap.

Percentage of workers reporting feeling valued at work by PsyCap level



Note: Difference between the High PsyCap and Low PsyCap groups is statistically significant.

A similar pattern was evident in workers' perceptions of workplace relationships. Workers with high PsyCap more often reported that their workplace fosters positive relationships among coworkers (94% vs. 68% with low PsyCap) and between managers and direct reports (94% vs. 63% with low PsyCap).³ Workers with high PsyCap also reported a

³ See Appendix D for a binomial logistic regression conducted to examine the association between PsyCap and workers' reported agreement or disagreement that their workplace fosters positive relationships with managers and their direct reports, while controlling for income, age, race, education, work arrangement, job type, and job level (i.e., whether the respondents are themselves managers).

stronger sense of mattering to their coworkers. More than 9 in 10 workers with high PsyCap (95%) reported that they matter to their coworkers, compared with 69% of workers with lower PsyCap. A 21-year-old female Hispanic/Latine individual contributor in the service industry with high PsyCap stated: “My coworkers, we all genuinely help each other out and make sure everyone is good and if someone needs a break we will switch out. In all honesty it’s helpful to have people who keep you afloat.”

Percentage of workers reporting that their workplace fosters positive relationships between managers and the people they manage by PsyCap level

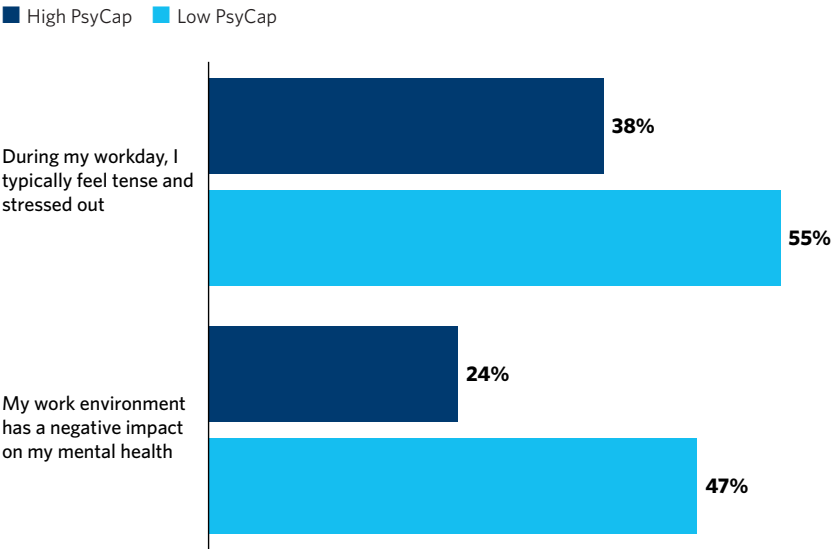


Note: Difference between the High PsyCap and Low PsyCap groups is statistically significant.

Across all respondents, a significantly higher percentage of workers reported feeling tense or stressed during the workday in 2026 (48%) than in 2025 (41%). Similarly, a significantly higher percentage reported that their work environment negatively affected their mental health in 2026 (37%) than in 2025 (32%).

Breaking the 2026 data down by level of psychological capital reveals substantial differences among workers. More than half of workers with low PsyCap (55%) reported typically feeling tense or stressed during the workday, compared with only 38% of workers with high PsyCap. Similarly, nearly half of workers with low PsyCap (47%) reported that their work environment negatively affected their mental health, compared with just 24% of workers with high PsyCap.

Percentage of workers reporting mental health concerns by PsyCap level



Note: Differences between the High PsyCap and Low PsyCap groups are statistically significant.

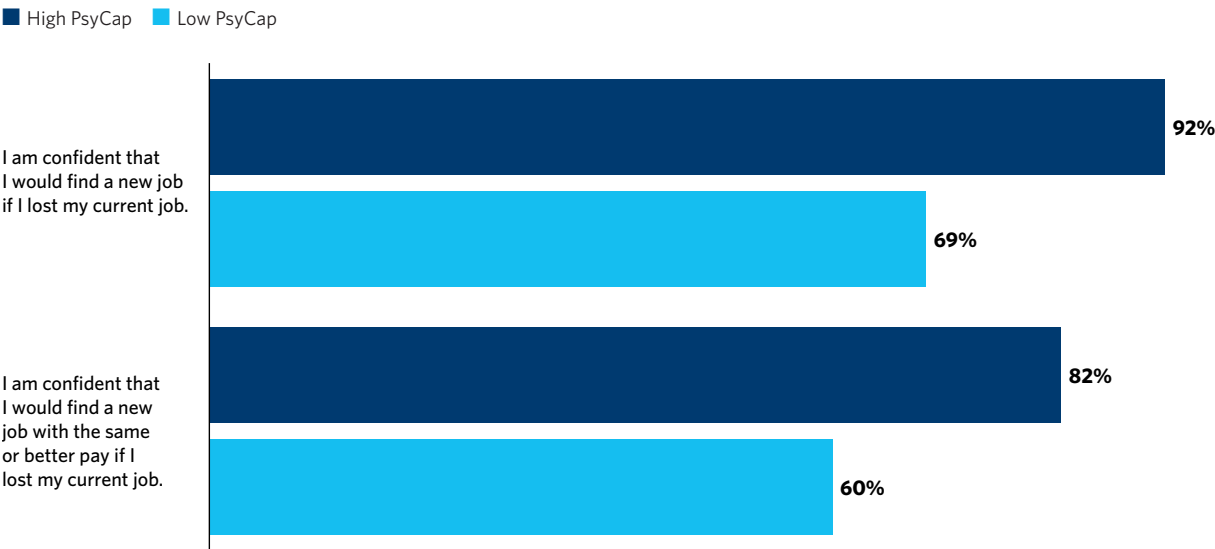
The findings also extend beyond workers’ experiences of the workplace to their general well-being. In 2026, 73% of workers rated their mental health as good or excellent, compared with 77% in 2025 and 81% in 2022. Examining responses by level of psychological capital reveals substantial differences within this overall pattern. Nearly 9 in 10 workers with high PsyCap (86%) rated their mental health as good or excellent, compared with just 58% of workers with low PsyCap.

These data represent a snapshot in time from which causal conclusions cannot be drawn. Do healthier workplaces lead to higher levels of worker PsyCap? Do workers with higher levels of PsyCap perceive their workplaces more positively? Our data do not provide definitive answers to those questions, but instead reveal strong associations worthy of additional attention.

FUTURE WORK AND CAREER CONFIDENCE

Overall, 81% of workers reported that they were confident they could find another job if necessary, essentially unchanged from 2025 (82%). Further, 71% reported that they were confident they could find a new job with the same or better pay if necessary, unchanged from the previous year. Although the percentages remained stable from 2025 to 2026, looking at 2026 responses by level of psychological capital reveals substantial differences in workers’ expectations about future employment opportunities and job security. More than 9 in 10 workers with high PsyCap (92%) reported that they were confident they could find another job if they lost their current position, compared with 69% of workers with low PsyCap. Further, more than four out of five workers with high PsyCap (82%) reported that they were confident they could find a new job with the same or better pay if necessary, compared with 60% of workers with low PsyCap.

Percentage of workers reporting confidence in future job opportunities by PsyCap level

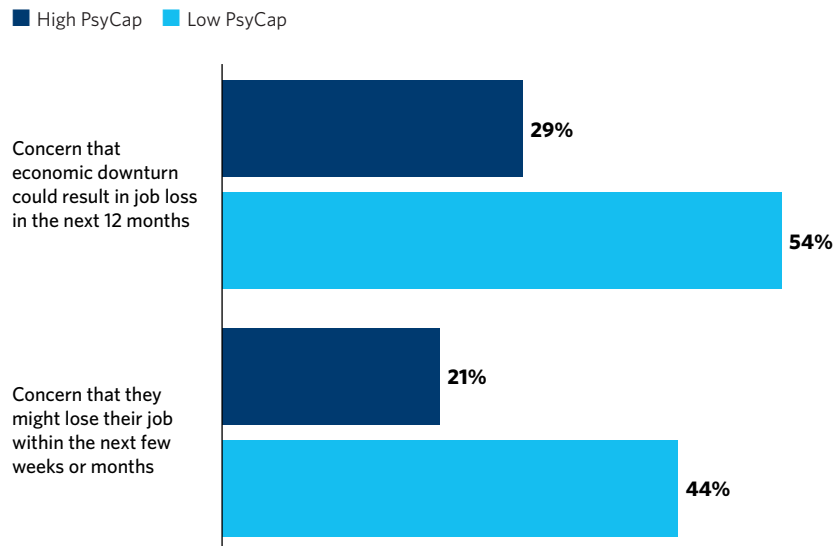


Note: Differences between the High PsyCap and Low PsyCap groups are statistically significant.

Workers also differed in how they viewed potential threats to their employment. Forty-four percent of workers reported concern that an economic slump, downturn, or recession could result in them being laid off, furloughed, or losing their job within the next 12 months, the same percentage as in 2025. In addition, 32% reported concern about losing their job within the next few weeks or months, up from 26% in 2025. Examining responses by level of psychological capital again reveals substantial differences. Workers with low PsyCap were nearly twice as likely as workers with high PsyCap

to report concern that an economic downturn could result in job loss over the next year (54% vs. 29%). A similar pattern emerged for immediate job security: 44% of workers with low PsyCap reported concern about losing their job within the next few weeks or months, compared with 21% of workers with high PsyCap.

Percentage of workers reporting concerns about losing their job by PsyCap level



Note: Differences between the High PsyCap and Low PsyCap groups are statistically significant.

Taken together, these findings reveal substantial differences in the workplace experiences of workers with different levels of psychological capital, spanning relationships, feelings of value and belonging, workplace strain, well-being, and confidence about the future. Although these findings do not establish causal relationships, the consistency of the associations across these different outcomes suggests that psychological capital may be an important factor in understanding how workers experience the workplace and warrants additional attention from organizational leaders.





Organizational Strategy Outcomes

In addition to individual experiences of the workplace, the survey responses also show an association between psychological capital and self-reported workforce outcomes that organizations routinely use to assess organizational effectiveness. Across measures of engagement, performance, job satisfaction, and intentions to remain with an employer, workers with different levels of psychological capital consistently reported markedly different outcomes.

In 2026, 86% of workers reported being satisfied with their jobs, down from 90% in both 2024 and 2025. Looking at the 2026 responses by level of psychological capital reveals substantial differences within this pattern. Nearly all workers with high PsyCap (98%) reported being satisfied with their jobs, compared with 69% of workers with low PsyCap.⁴

Percentage of workers reporting being satisfied with their job by PsyCap level



Note: Difference between the High PsyCap and Low PsyCap groups is statistically significant.

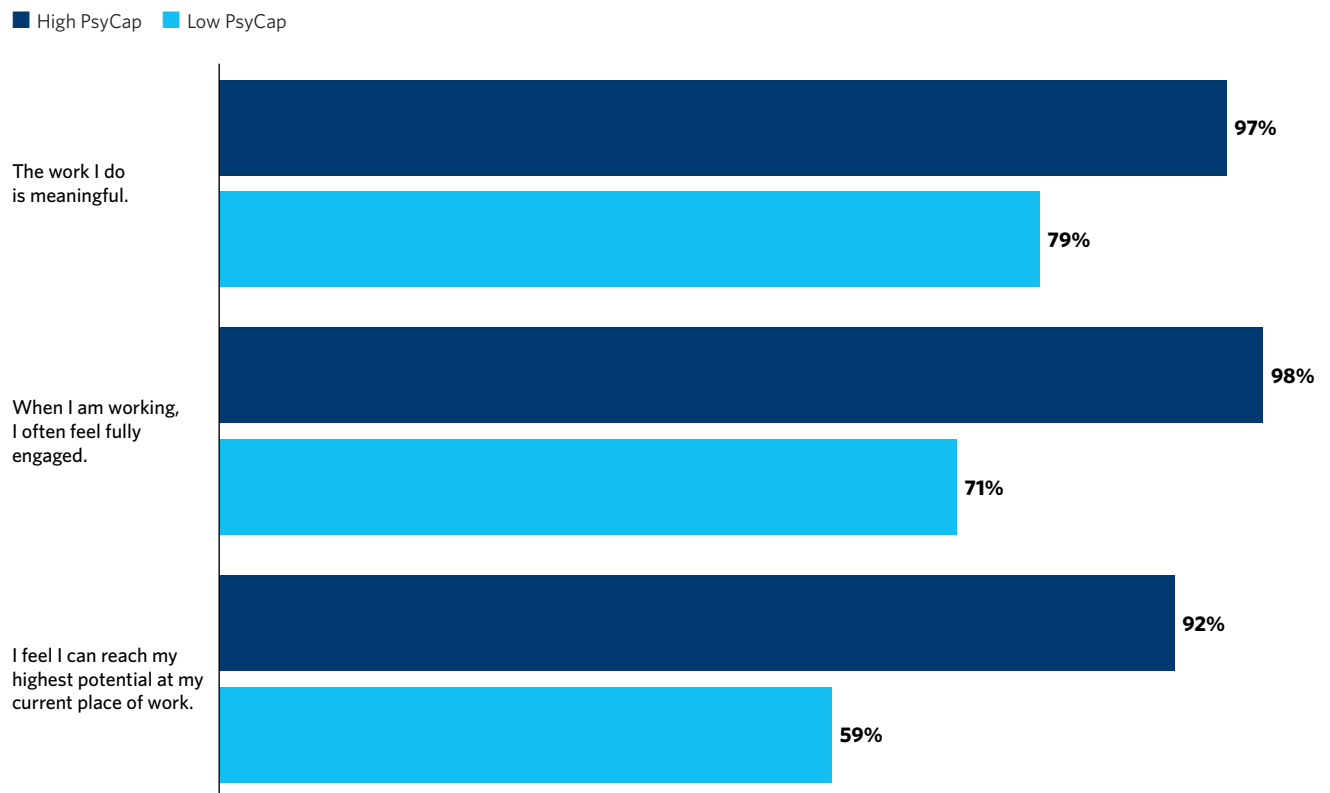
Most workers reported that they find their work meaningful (89%), often feel fully engaged when working (87%), and believe they can reach their highest potential in their current workplace (77%). Examining respondents' answers by level of psychological capital again reveals substantial differences within these general patterns.

Nearly all workers with high PsyCap reported that their work is meaningful (97%) and that they often feel fully engaged while working (98%), compared with 79% and 71%, respectively, among workers with low PsyCap.⁵ The same pattern was evident in workers' perceptions that they could reach their highest potential in their current workplace, with more than 9 in 10 workers with high PsyCap (92%) agreeing, compared to 59% of workers with low PsyCap.

⁴ See Appendix D for a binomial logistic regression conducted to examine the association between PsyCap and workers' job satisfaction, while controlling for income, age, race, education, work arrangement, job type, and job level.

⁵ See Appendix D for a binomial logistic regression conducted to examine the association between PsyCap and self-reported feelings of engagement at work (engagement) while controlling for income, age, race, education, work arrangement, job type, and job level.

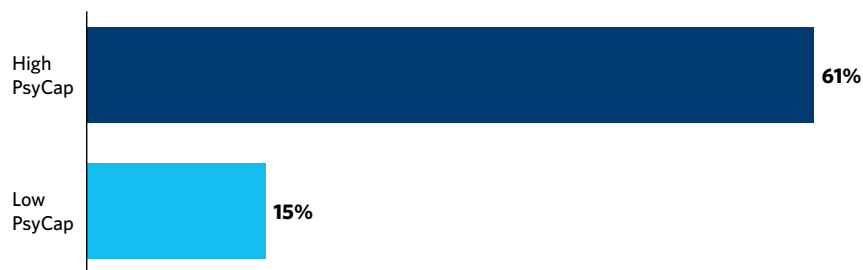
Perception of workplace outcomes by PsyCap level



Note: Differences between the High PsyCap and Low PsyCap groups are statistically significant.

Overall, 32% of workers rated their own work performance as outstanding. This pattern also differs by level of psychological capital. More than three out of five workers with high PsyCap (61%) rated their performance as outstanding, compared with just 15% of workers with low PsyCap.⁶ One high PsyCap respondent—a 40-year-old Hispanic/Latine male upper-level office worker—stated: “I am the best at what I do. And I strive only to get better every day!”

Percentage of workers reporting outstanding performance by PsyCap level

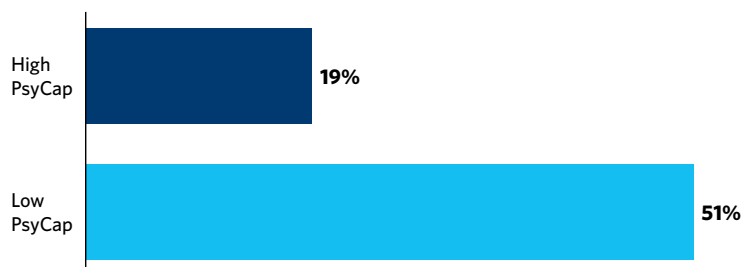


Note: Difference between the High PsyCap and Low PsyCap groups is statistically significant.

⁶ See Appendix D for a binomial logistic regression conducted to examine the association between PsyCap and self-reported work performance, while controlling for income, age, race, education, work arrangement, job type, and job level.

Overall, 36% of workers reported that they intend to look for a new job at a different organization within the next year, up from 31% in 2025 and 29% in 2024. Yet again, this pattern differs by level of psychological capital. Within the 2026 data, only 19% of workers with high PsyCap reported intention to look for a new job within the next year, compared with 51% of workers with low PsyCap.⁷

Percentage of workers reporting intending to look for a new job by PsyCap level



Note: Difference between the High PsyCap and Low PsyCap groups is statistically significant.

Once again, our data cannot definitively determine whether more positive workplace experiences lead to higher levels of worker PsyCap, whether workers with higher levels of PsyCap perceive their organizations more positively, or a combination of the two. However, the results suggest that psychological capacities may represent an important—though perhaps often overlooked—consideration for leaders seeking to develop their workforce.



⁷ See Appendix D for a binomial logistic regression conducted to examine the association between PsyCap and intention to look for a new job within the next year while controlling for income, age, race, education, work arrangement, job type, and job level.

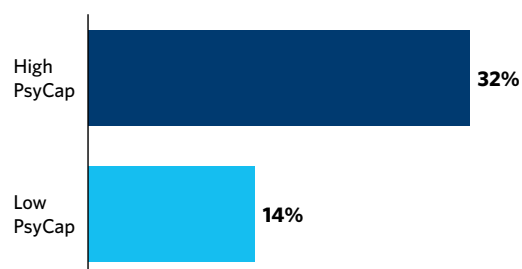


Workers' Adaptation to AI and New Workplace Technologies

One of the most significant workplace changes facing organizations today is the rapid adoption of artificial intelligence. Since 2024, the Work in America survey has tracked how often workers intentionally use AI tools to assist them in their work. During that time, daily AI use increased from 10% in 2024 to 16% in 2025 and 24% in 2026, illustrating the speed with which AI has become part of everyday work.

The 2026 results also suggest that workers differ considerably in how they are engaging with this changing technology. Workers with high PsyCap were more than twice as likely as workers with low PsyCap to report using AI tools on a daily basis (32% vs. 14%). However, the direction of the relationship between PsyCap and AI use cannot be determined from these data. AI use also differed significantly across several demographic and work characteristics.⁸

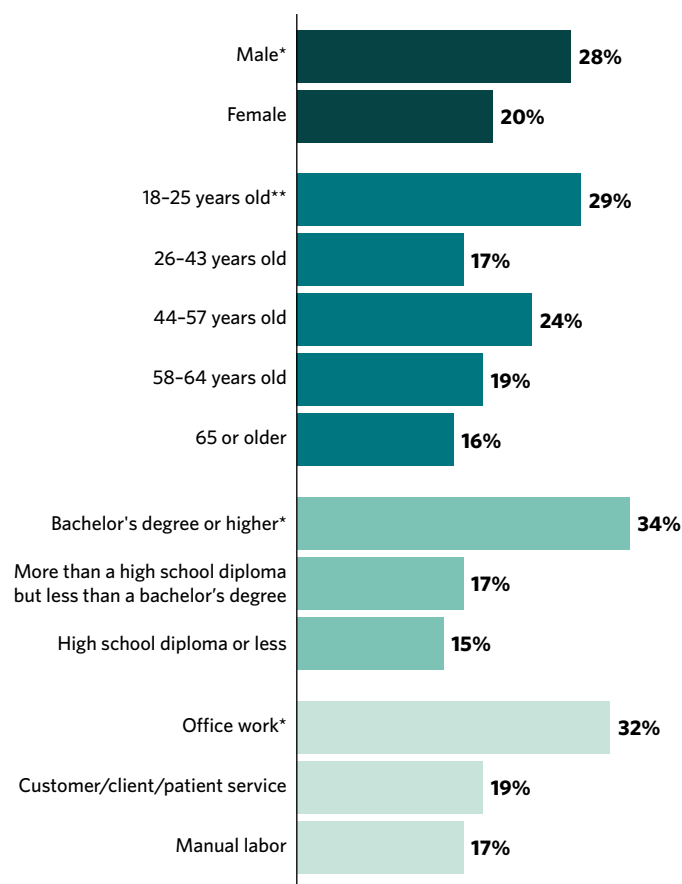
Percentage of workers using AI on a daily basis by PsyCap level



Note: Difference between the High PsyCap and Low PsyCap groups is statistically significant.

⁸ See Appendix D for a binomial logistic regression conducted to examine the association between PsyCap and daily use of AI at work while controlling for income, age, race, education, work arrangement, job type, and job level. The data suggest that PsyCap may distinguish workers who use AI daily more than job type (office work, customer/client/patient service, manual labor), contrary to the assumption that daily AI use is driven by job type.

Daily AI Use by Demographics and Job Type



*Data are significantly different from all other groups.

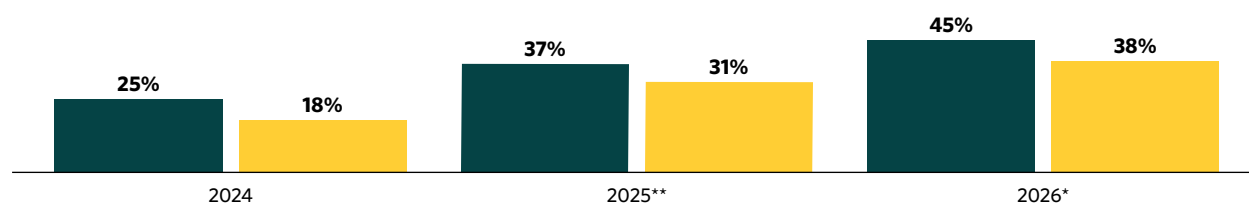
**Data are significantly different from all other age groups, excluding 44-57.

Despite rapid growth in AI use, a majority of workers still reported that their employer did not have an official policy governing acceptable AI use. Although the percentage of workers reporting that their employer had an official AI policy increased from 18% in 2024 to 31% in 2025 and 38% in 2026, formal organizational policies governing AI use continue to lag behind employee adoption.

Lag between employee use of AI at work and employer policy governing acceptable AI use (2024-2026)

■ Workers using AI at work at least once a week or more

■ Workers reporting that their employer has an official policy about acceptable employee use of AI at work



*Data are significantly different from 2025 and 2024.

**Data are significantly different from 2024.

Percentage of workers reporting feeling pressure from their employer to use AI at work in 2025 and 2026

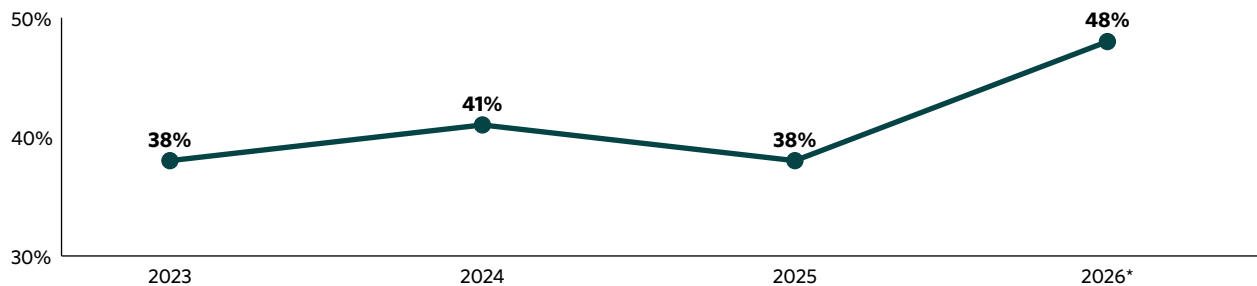
As AI use has become more common, workers also reported increasing pressure from their employers to use AI at work, with the percentage reporting such pressure rising from 21% in 2025 to 33% in 2026.



Note: Differences between 2026 and 2025 are statistically significant.

Workers expressed growing concern about the implications of AI for their jobs and careers. Nearly half of workers (48%) reported worrying that AI could make some or all of their job duties obsolete, an increase from 38% in 2025 and higher than levels reported in 2024 (41%) and 2023 (38%). However, respondents in the high PsyCap group expressed this concern significantly less often: only 37% of high PsyCap respondents agreed, compared to 53% of low PsyCap respondents.

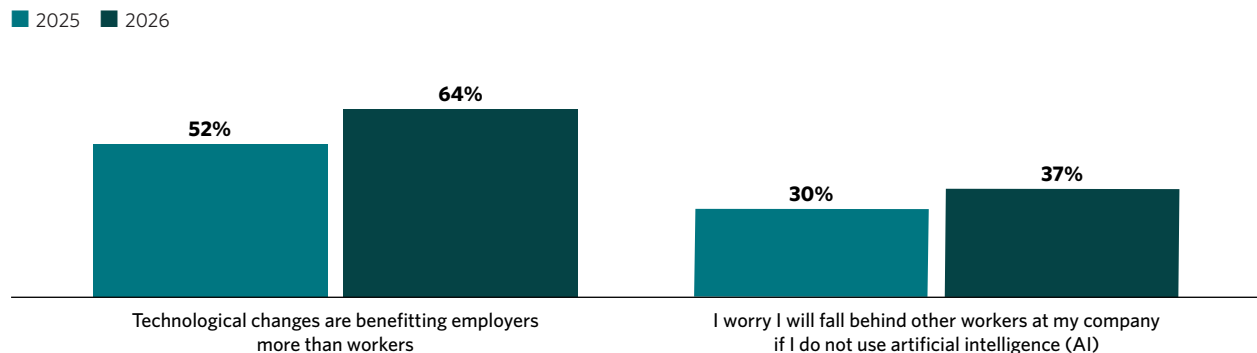
Percentage of workers reporting being worried that AI may make some or all of their job duties obsolete (2023-2026)



*Note: Data from 2026 are statistically different from all other years.

Workers also became more likely to report believing that technological change is benefiting employers more than workers. In 2025, 52% expressed that view, compared with 64% in 2026. Further, in 2025, 30% of workers reported worrying that they will fall behind other workers at their company if they do not use AI. In 2026, this concern increased to 37%. Together, these data suggest that as AI and other workplace technologies have become more prominent, many workers have become increasingly concerned about how technological change will affect their future at work.

Percentage of workers reporting concern that AI and technological change are affecting their future at work (2025-2026)

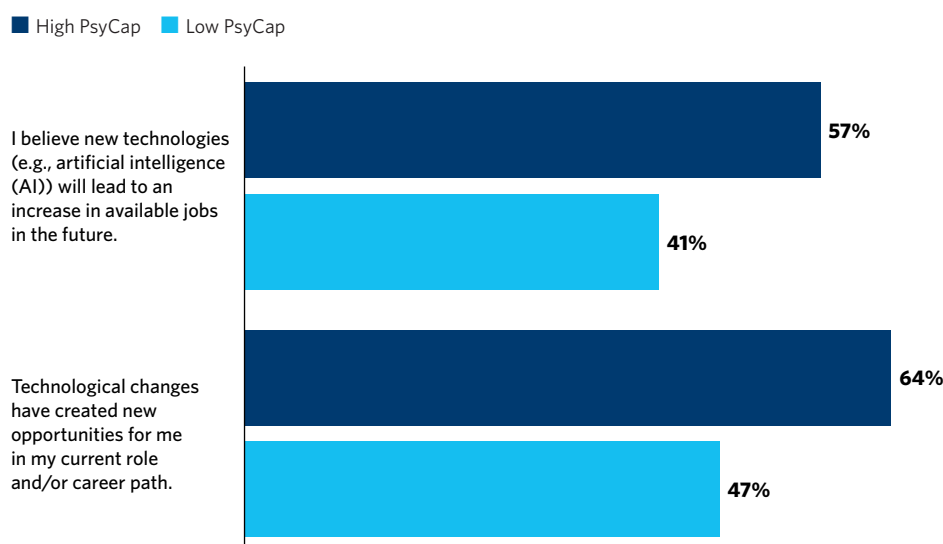


Note: Differences between 2025 and 2026 are statistically significant.

At the same time, workers with high PsyCap were more likely to perceive opportunities associated with technological change. Nearly two-thirds of workers with high PsyCap (64%) reported that technological changes had created new opportunities in their current role or career path, compared with fewer than half of workers with low PsyCap (47%).

A similar pattern was observed in workers' expectations about the future. More than half of workers with high PsyCap (57%) believed that new technologies would increase available jobs in the future, compared with 41% of workers with low PsyCap. For example, one high PsyCap respondent, a 41-year-old Black male individual contributor in the service industry, stated that "I feel I am not threatened about my job because I am also updating my skill set." In contrast, a low PsyCap respondent, a 33-year-old Hispanic/Latine male frontline office worker, stated: "AI is replacing all jobs so zero confidence." While these comments are illustrative, some roles may, of course, be more directly exposed to automation or substitution by AI than others. As a result, individual workers' concerns of possible replacement may reflect real differences in how AI is likely to affect the tasks, roles, and labor-market conditions surrounding their jobs, not merely differences in levels of psychological capital.

Percentage of workers reporting seeing job and career opportunities from new technologies and AI by PsyCap level



Note: Differences between the High PsyCap and Low PsyCap groups are statistically significant.

Workers with different levels of psychological capital also differed in their expectations about organizational support during technological change. Seven in 10 workers with high PsyCap (70%) reported that they were confident their employer would retrain them if AI replaced their current job duties, compared with 51% of workers with low PsyCap.

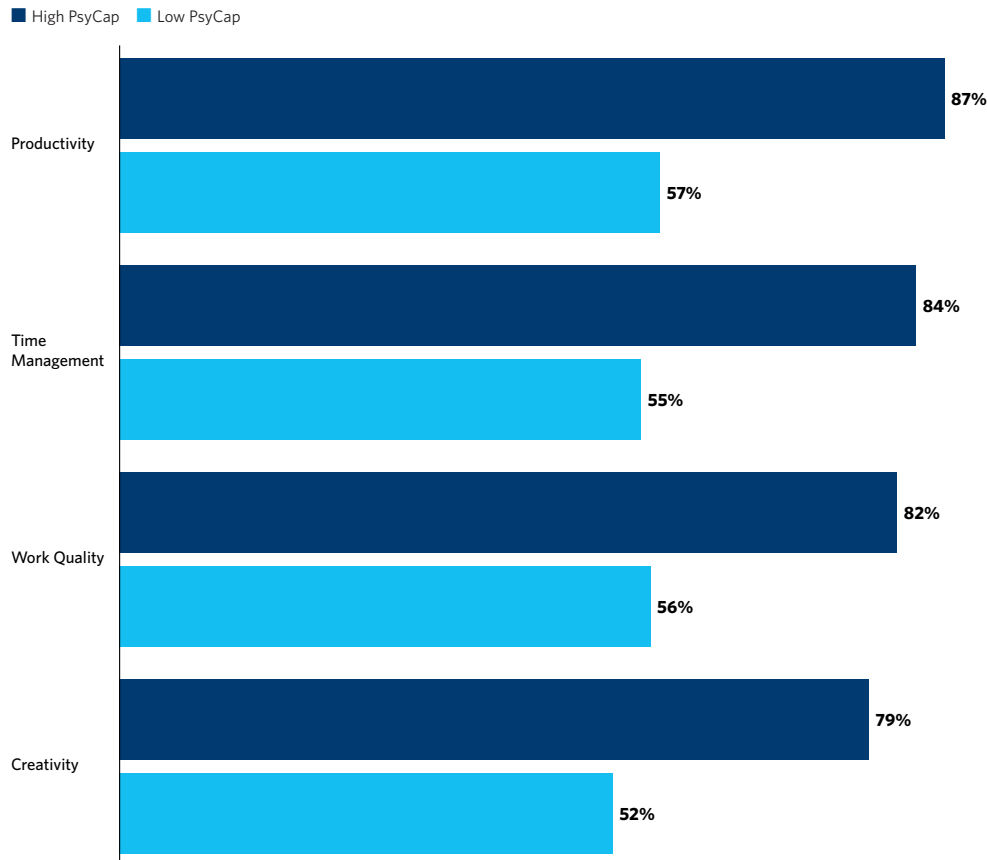
Percentage of workers reporting confidence that their employer would retrain them if AI replaced their current job duties by PsyCap level



Note: Difference between the High PsyCap and Low PsyCap groups is statistically significant.

Among workers who reported using AI tools, those with higher psychological capital also reported substantially greater perceived benefits from AI. Inspecting responses by level of psychological capital reveals a consistent pattern across multiple perceived benefits. Nearly 9 in 10 workers with high PsyCap (87%) reported that AI improved their productivity, compared with 57% of workers with low PsyCap. Similar differences were evident regarding time management (84% vs. 55%), work quality (82% vs. 56%), and creativity (79% vs. 52%).

Percentage of workers reporting positive work-related impacts when using AI by PsyCap level



Note: Differences between the High PsyCap and Low PsyCap groups are statistically significant.

Not all technology-related experiences differed by level of psychological capital. Approximately half of workers reported that they believed that their employer uses technology to monitor them while working, with little difference between high and low PsyCap levels (47% of workers with high PsyCap and 51% of workers with low PsyCap). However, workers differed in how they interpreted those practices. Forty-six percent of workers with low PsyCap reported worrying that their employer uses technology to spy on them during work hours, compared with 27% of workers with high PsyCap. Although workers reported similar levels of workplace monitoring regardless of psychological capital, they differed substantially in how they experienced that monitoring.

Taken together, these findings suggest that workers' adaptation to AI may be associated not only with their workplace circumstances and exposure to technology, but also with the psychological capacities they bring to those experiences. Across expectations, concerns, confidence about adaptation, patterns of AI use, and perceived benefits, workers with different levels of psychological capital consistently reported markedly different experiences. Although these findings do not establish causal relationships, they suggest that psychological capacities may help explain how workers adapt to technological changes.



Discussion

WHAT WE LEARNED

Across this report, a remarkably consistent pattern emerged. Workers with different levels of psychological capital reported different workplace experiences, organizational outcomes, and ways of adapting to AI. This did not appear in only one domain. These differences were evident across many outcomes.

Organizations have long invested in developing employees' knowledge, technical skills, and experience. Those investments remain essential. Yet, the findings in this report suggest that they may not tell the whole story. Psychological capacities, such as psychological capital, represent another aspect of workplace capability that appears to be associated with how workers experience the workplace, respond to challenges, and adapt to technological change.

Before considering the practical implications of these findings, it is important to pause to understand what conclusions this survey can — and cannot — support.

INTERPRETING THE FINDINGS

The Work in America survey was designed to identify meaningful patterns in workers' experiences of the workplace. Like other national surveys, it is a useful tool for identifying the frequency with which certain phenomena occur and for identifying associations among variables. But it cannot determine whether one variable causes another. For that reason, several important considerations must guide interpretation of the findings.

First is the issue of confounding. Some of the observed relationships may reflect factors that are correlated with psychological capital, not psychological capital itself. Within our dataset, PsyCap was associated with a variety of demographic and work characteristics (see Appendix B). Consequently, some of the relationships reported herein may reflect the combined influence of psychological capital and these related characteristics rather than psychological capital alone. Our survey cannot fully disentangle those possibilities. We conducted additional analyses to examine whether the observed relationships

were driven by demographic or workplace differences among respondents rather than PsyCap exclusively (see Appendix D). These analyses do not support causal conclusions or eliminate all possible confounding, nor are they exhaustive or a replacement for future experimental research. However, the findings do suggest that PsyCap remains meaningfully associated with the outcomes, even after accounting for these factors, increasing our confidence in the robustness of the observed associations.

The second issue is reverse causation. Does higher PsyCap lead to better workplace experiences? Or do positive workplace experiences build PsyCap? Our data cannot determine the direction of that relationship. However, prior research is consistent with the possibility of a reciprocal relationship in which psychological capacities and positive workplace experiences reinforce one another over time, although additional longitudinal and experimental research is needed to clarify the direction and magnitude of these relationships.⁹

The third issue is shared method bias. All the findings in this report are based on workers' own survey responses. We did not have access to independent measures such as supervisor ratings, performance evaluations, or organizational records. It is possible that some respondents may simply be more likely than others to answer survey questions positively—or negatively—in general. If so, some portion of the observed relationships could reflect those response tendencies rather than the underlying relationships among the constructs themselves. Here too, we encourage future research using multiple methods and data sources to address this issue.

Finally, it is also important not to oversimplify psychological capital. PsyCap is not just a matter of “positive thinking.” It reflects a broad set of psychological capacities—hope, efficacy, resilience, and optimism—that are associated with how people pursue goals, respond to setbacks, and navigate workplace challenges. Importantly, social, structural, and demographic factors—including socioeconomic circumstances, education, employment conditions, age, gender, and ethnicity—may also shape

opportunities to develop and exercise key psychological capacities. A focus on PsyCap at the individual level may overlook broader structural dynamics that negatively affect the well-being, motivation, and workplace success of particular populations. While these considerations warrant appropriate caution and highlight the complexity of PsyCap, they do not negate the findings.

Across workplace experiences, organizational outcomes, and responses to AI and technological change, a consistent pattern emerged—higher psychological capital was associated with more positive workplace experiences, organizational outcomes, and responses to technological change. That consistency justifies continued scientific investigation and suggests that psychological capacities deserve greater attention from both organizational leaders and researchers.



9 Luthans, F., & Youssef-Morgan, C. M. (2017). *Psychological capital: An evidence-based positive approach*. *Annual Review of Organizational Psychology and Organizational Behavior*, 4, 339–366. <https://doi.org/10.1146/annurev-orgpsych-032516-113324>.

Avey, J. B., Luthans, F., Smith, R. M., & Palmer, N. F. (2010). *Impact of positive psychological capital on employee well-being over time*. *Journal of Occupational Health Psychology*, 15(1), 17–28. <https://doi.org/10.1037/a0016998>.

Implications and Practical Advice for Organizational Leaders

The findings in this report suggest that organizations may benefit from broadening how they think about workforce capability. Workers with different levels of psychological capital reported markedly different workplace experiences, organizational outcomes, and patterns of adaptation to AI. These findings suggest that psychological capital, and perhaps other psychological capacities, deserve attention as organizations develop leaders, prepare employees for change, and design effective workplaces.

Although the findings should be interpreted cautiously, the consistency of the observed relationships across workplace experiences, organizational outcomes, and the ways people adapt to AI suggests that psychological capital deserves greater attention in organizational decision making. Rather than appearing in only one aspect of work, the relationships extended across many of the domains examined in this report.

The findings point to three practical implications for organizational leaders: broadening how organizations think about workforce capability, investing as intentionally in people as in technology, and designing workplaces that support the development of psychological capacities that employees can draw upon during periods of change or uncertainty.

THINK DIFFERENTLY ABOUT WORKPLACE PERFORMANCE

Organizations have long recognized that employees differ in what they know and what they can do. This report shows that workers also differ in their reported levels of psychological capital. As work becomes more complex and less predictable, understanding those capacities may become an increasingly important complement to traditional investments in education, experience, and technical skills.



This means organizational leaders should consider psychological capacities alongside more traditional qualifications when making decisions about leadership development, employee support, and organizational change.

A broader view of workplace performance asks two complementary questions:

- Can employees do the work?
 - » Do they have the knowledge, skills, experience, and access to opportunities they need to succeed?
- Will employees be psychologically equipped to succeed?
 - » Are they equipped with, and continuing to cultivate and develop, the hope, efficacy, resilience, and optimism needed to navigate challenges and change?

INVEST DIFFERENTLY: INVEST IN PREPARING PEOPLE FOR TECHNOLOGY, NOT JUST IN THE TECHNOLOGY ITSELF

Organizations frequently devote enormous effort toward selecting and implementing new technologies while giving much less attention to how employees will adapt to them. The findings in this report suggest that organizations should consider not only the technologies they implement, but also how employees will adapt to them. More broadly, successful implementation may depend on both. Investing in technology without investing in people's ability to adapt may limit the value organizations ultimately realize from those technologies.

Before approving a major technology or workplace change initiative, organizational leaders should ask:

- What technical capabilities are we building?
- How are we preparing people, psychologically, to succeed in this new environment?

DESIGN WORKPLACES DIFFERENTLY IN ORDER TO STRENGTHEN PSYCHOLOGICAL CAPACITIES

Workers with higher psychological capital consistently reported feeling more valued, experiencing healthier workplace relationships, and having greater confidence about the future. Although the results of this survey



cannot determine the direction of those relationships, the findings, together with prior research, suggest that workplace conditions and psychological capacities may reinforce one another over time. This means leaders should think about workplace culture not simply as an outcome to be managed, but as one of the conditions that may support employees' psychological capacities.

When evaluating workplace policies, leadership practices, and organizational culture, leaders should ask:

- What psychological experience are employees having in our workplace?
- Do employees feel valued and supported?
- Are we creating conditions that help people respond confidently to challenges and change?

As workplace change accelerates, organizations will increasingly depend not only on what employees know, but on how they respond when work becomes uncertain, demanding, or unfamiliar. Organizations cannot control every challenge their employees will face. They can, however, influence both the workplace conditions employees experience and the psychological capacities employees bring to those challenges.

Report Notes and Survey Methodology

REPORT NOTES

Respondents to this survey include full-time, part-time, and self-employed workers. A total of 13% identified as self-employed, and these respondents were given the option of indicating when questions were not applicable to their work environment or experience. Throughout this report, the data reported are based upon only the portion of respondents for which the question was applicable.

SURVEY METHODOLOGY

The research was conducted online in the United States by The Harris Poll on behalf of the American Psychological Association among 2,009 US adults aged 18+ who are employed. The survey was conducted May 21st – June 1st, 2026.

Data are weighted where necessary by age, gender, race/ethnicity, region, education, marital status, household size, work status, household income, and smoking status to bring them in line with their actual proportions in the population.

Respondents for this survey were selected from among those who have agreed to participate in our surveys.

The sampling precision of Harris online polls is measured by using a Bayesian credible interval. For this study, the sample data are accurate to within ± 3.1 percentage points using a 95% confidence level. This credible interval will be wider among subsets of the surveyed population of interest.

All sample surveys and polls, whether or not they use probability sampling, are subject to other multiple sources of error which are most often not possible to quantify or estimate, including, but not limited to coverage error, error associated with nonresponse, error associated with question wording and response options, and post-survey weighting and adjustments.

The five PsyCap items used in the survey are included below for reference:

Please indicate how much you agree or disagree with the following statements about how you approach your work.

(Scale Point: 1 = Strongly disagree; 2 = Disagree; 3 = Somewhat disagree; 4 = somewhat agree; 5 = agree; 6 = strongly agree)

1. I feel confident contributing to discussions about the organization's strategy.
2. Right now I see myself as being pretty successful at work.
3. I can think of many ways to reach my current work goals.
4. I can get through difficult times at work because I've experienced difficulty before.
5. I'm optimistic about what will happen to me in the future as it pertains to work.

For this study, each scale point for the PsyCap question shown above was assigned a value from 1-6 (with "Strongly disagree" having a value of 1 and "Strongly agree" having a value of 6). Responses to the five statements were summed to produce a total score. To facilitate meaningful comparisons throughout the analysis, respondents were then grouped into low, moderate, and high PsyCap segments based on their total scores. Cut points were established to create reasonably balanced group sizes and ensure sufficient sample sizes for analysis. The score ranges for each grouping are shown below:

- Low ($N = 741$) – score ranging from 5-22
- Moderate ($N = 727$) – score ranging from 23-26
- High ($N = 541$) – score ranging from 27-30

Throughout this report, findings are examined through the lens of these PsyCap groups, with statistically significant differences between groups noted throughout.

APPENDIX B:

Demographic and Work Characteristics by Psychological Capital Level

Appendix B summarizes selected demographic and work characteristics of workers with high and low levels of psychological capital. These comparisons provide context for assessing potential confounding in the high- and low-PsyCap comparisons presented throughout the report. Bolded values indicate statistically significant differences between the high- and low-PsyCap groups. For example, under Type of Work, 49% is significantly higher than 40%, while 15% is significantly lower than 22%.

	Percentage of Respondents (N = 2,009)	High PsyCap (N = 541)	Low PsyCap (N = 741)
Type of Work (Job Type)*			
Office work	45%	49%	40%
Customer/client/patient service	31%	32%	33%
Manual labor	19%	15%	22%
Duties within Company or Organization (Job Level)			
Upper level	25%	44%	14%
Middle level	33%	28%	33%
Frontline job	21%	16%	25%
Individual contributor	21%	13%	28%
Education			
High school diploma or less	23%	19%	27%
More than high school diploma but less than a bachelor's degree	34%	29%	34%
Bachelor's degree or higher	44%	52%	39%
Age			
18-25	14%	15%	13%
26-43	40%	38%	42%
44-57	28%	28%	28%
58-64	10%	11%	10%
65+	7%	10%	5%
Race/Ethnicity**			
White (only)	56%	59%	52%
Hispanic or Latine	20%	19%	19%
Black or African American (only)	12%	13%	12%

	Percentage of Respondents (N = 2,009)	High PsyCap (N = 541)	Low PsyCap (N = 741)
Asian	7%	3%	10%
Income			
Less than \$35K	7%	4%	9%
\$35 - 74.9K	19%	16%	20%
\$75 - 99.9K	13%	11%	12%
\$100 - 199.9K	35%	34%	38%
\$200K or Higher	25%	34%	19%
Current Work Arrangement			
All in-person	64%	67%	59%
Hybrid	21%	21%	19%
Fully remote	16%	12%	22%

Note: Total percentages represent the proportion of all respondents with each characteristic; High PsyCap and Low PsyCap percentages represent the proportion within each respective PsyCap group. Bolded values indicate statistically significant differences between the high- and low-PsyCap groups.

*Job types categorized as "Others" not shown; rounding and omitted categories result in percentages that may not sum to 100%.

**Some race/ethnicity categories are not shown; rounding and omitted categories result in percentages that may not sum to 100%.

Psychological Capital as a Continuum

Throughout this report, the largest contrasts are often presented between workers with high and low levels of psychological capital because those comparisons most clearly illustrate the observed differences. However, many associations followed a broader pattern. Across a wide range of measures, workers with moderate levels of psychological capital consistently reported results that fell between those of the low and high PsyCap groups. This graded pattern is consistent with many of the observed relationships varying along a continuum rather than reflecting differences only between the highest and lowest groups.

	High PsyCap	Moderate PsyCap	Low PsyCap
Employee Satisfaction			
Satisfied with current job	98%	94%	69%
Agree that when they are working, they feel fully engaged	98%	95%	71%
Agree they feel they can reach their highest potential at their current place of work	92%	83%	59%
Do not intend to look for new job in the next year	81%	66%	49%
Very important to work for an organization that values emotional and psychological well-being	80%	65%	49%
Mental Health and Safety			
Rate mental health as excellent / good	86%	79%	58%
Agree that during the workday, they typically feel tense or stressed out	38%	48%	55%
Agree their work environment has a negative impact on their mental health	24%	36%	47%
Workplace Environment			
Describe workplace experience as healthy	95%	87%	63%
Productivity and Performance			
Rate current performance at work as outstanding	61%	28%	15%
Technology			
Agree they are confident their employer will retrain them for a different job if AI replaces their job duties	70%	67%	51%
Agree tech changes have created new opportunities for them in their current role and/or career path	64%	58%	47%
Future of Work and Employment			
Agree they are confident that they would find a new job if they lost their current job	92%	84%	69%
Agree they are confident that they would find a new job with the same or better pay if they lost their current job	82%	74%	60%
Have not started taking any action to prepare for potentially losing their job as they don't feel they need to because their job feels secure	58%	38%	24%

	High PsyCap	Moderate PsyCap	Low PsyCap
Agree it would take them a significant amount of time to find a new job if they lost their current job	43%	55%	64%
Concerned about losing job in the next few weeks or months	21%	27%	44%

Although not every outcome differed significantly across all three groups, the consistent directional progression across many measures is consistent with a graded relationship between psychological capital and these outcomes, rather than differences appearing only between the highest and lowest groups.

Regression Analysis of PsyCap and Selected Variables

OVERVIEW

Binomial logistic regressions were used to examine the association between PsyCap and selected demographic, workplace, and worker perception variables. Because the underlying data were not collected using a design that permits causal inference, these analyses estimate associations only and cannot eliminate all possible confounding. They are also not exhaustive. However, we conducted these analyses as an additional check. The results increase our confidence that PsyCap remains meaningfully associated with the outcomes after accounting for the demographic and workplace characteristics included as controls.

These analyses are based on the weighted survey data and are not corrected for multiple comparisons; they are meant primarily as an additional check to explore patterns and magnitude rather than isolated tests of significance. Missing values were excluded listwise.

INTERPRETING PREDICTOR CONTRIBUTIONS

Odds ratios are reported to facilitate interpretation of individual predictor effects. However, because odds ratios are scale-dependent and not directly comparable across continuous and categorical predictors, omnibus likelihood-ratio statistics were used to evaluate each predictor's contribution to overall model fit. Larger χ^2 values indicate a greater unique contribution after accounting for the other predictors in the model.

WORKPLACE FOSTERS POSITIVE MANAGER-DIRECT REPORT RELATIONSHIPS

PsyCap was examined in relation to workers' agreement that their workplace fosters positive relationships between managers and direct reports, while controlling for income, education, age, race, work arrangement, job type, and job level (whether the respondents are themselves managers). PsyCap made the largest improvement in model fit among the variables examined, $\chi^2(1) = 195.41, p < .001$, exceeding the contributions of job level, $\chi^2(3) = 25.09, p < .001$; age,

$\chi^2(4) = 12.68, p = .013$; education, $\chi^2(2) = 9.99, p = .007$; job type, $\chi^2(2) = 7.14, p = .028$; and work arrangement, $\chi^2(2) = 6.20, p = .045$. Race and income's contribution to the model did not reach conventional levels of statistical significance (all $ps > .274$; $N = 1,754$).

Controlling for all other variables, higher PsyCap was positively associated with workers agreeing that their workplace fosters positive manager-direct report relationships, $b = 0.21, SE = 0.02, z = 12.78, p < .001, OR = 1.23, 95\% CI [1.19, 1.27]$.

For job level, relative to upper management, middle managers, $b = -0.99, SE = 0.21, z = -4.69, p < .001, OR = 0.37, 95\% CI [0.24, 0.56]$; frontline workers, $b = -0.88, SE = 0.24, z = -3.71, p < .001, OR = 0.42, 95\% CI [0.26, 0.66]$; and individual contributors, $b = -0.75, SE = 0.24, z = -3.13, p = .002, OR = 0.47, 95\% CI [0.30, 0.76]$ were less likely to report agreeing that their workplace fosters positive manager-direct report relationships.

Regarding education, relative to workers with a high school diploma or less, workers who have more than a high school diploma but less than a bachelor's degree, $b = 0.58, SE = 0.19, z = 3.16, p = .002, OR = 1.79, 95\% CI [1.24, 2.58]$; and workers who have a bachelor's degree or higher, $b = 0.44, SE = 0.21, z = 2.11, p = .035, OR = 1.55, 95\% CI [1.03, 2.32]$, were more likely to report agreeing that their workplace fosters positive manager-direct report relationships.

Regarding job type, manual laborers were more likely than office workers to report their workplace fosters positive manager-direct report relationships, $b = 0.51, SE = 0.20, z = 2.52, p = .011, OR = 1.66, 95\% CI [1.12, 2.47]$. Workers in customer-, client-, or patient-facing service roles did not differ from office workers ($p = .667$).

Although age and work arrangement were significant contributors to model fit at the omnibus level, none of the comparisons among age groups and work arrangement reached conventional levels of statistical significance (all $ps > .072$).

JOB SATISFACTION

PsyCap was examined in relation to workers' job satisfaction, while controlling for income, education, age, race, work arrangement, job type, and job level. PsyCap made the largest improvement in model fit among the variables examined, $\chi^2(1) = 380.10, p < .001$, substantially exceeding the contributions of job type, $\chi^2(2) = 9.03, p = .011$; and education, $\chi^2(2) = 6.57, p = .038$. Job level, work arrangement, income, age, and race's contribution to the model did not reach conventional levels of statistical significance (all $ps > .079$; $N = 1,811$).

Controlling for all other variables, higher PsyCap was positively associated with workers reporting job satisfaction, $b = 0.37, SE = 0.02, z = 15.49, p < .001, OR = 1.45, 95\% CI [1.38, 1.52]$.

Regarding job type, manual laborers, $b = 0.69, SE = 0.26, z = 2.66, p = .008, OR = 1.99, 95\% CI [1.20, 3.30]$; and workers in customer-, client-, or patient-facing service roles, $b = 0.51, SE = 0.22, z = 2.38, p = .017, OR = 1.67, 95\% CI [1.10, 2.55]$, were more likely than office workers to report job satisfaction.

Regarding education, relative to workers with a high school diploma or less, workers who had more than a high school diploma but less than a bachelor's degree were more likely to report job satisfaction, $b = 0.58, SE = 0.24, z = 2.43, p = .015, OR = 1.79, 95\% CI [1.12, 2.86]$. Likewise, workers with a bachelor's degree or higher were more likely to report job satisfaction than workers with a high school diploma or less, $b = 0.58, SE = 0.27, z = 2.17, p = .030, OR = 1.79, 95\% CI [1.06, 3.04]$.

ENGAGEMENT AT WORK

PsyCap was examined in relation to workers' self-reported feelings of engagement at work, while controlling for income, education, age, race, work arrangement, job type, and job level. PsyCap made the largest improvement in model fit among the variables examined, $\chi^2(1) = 313.92, p < .001$, exceeding the contributions of race, $\chi^2(3) = 10.19, p = .017$; age, $\chi^2(4) = 9.96, p = .041$; and education, $\chi^2(2) = 8.13, p = .017$. Job type, job level, work arrangement, and income's contribution to the model did not reach conventional levels of statistical significance (all $ps > .058$; $N = 1,811$).

Controlling for all other variables, higher PsyCap was positively associated with workers being engaged at work, $b = 0.33, SE = 0.02, z = 14.53, p < .001, OR = 1.39, 95\% CI [1.33, 1.46]$.

Regarding race and ethnicity, Hispanic or Latine workers were more likely than White workers to report being engaged, $b = 0.47, SE = 0.24, z = 1.99, p = .046, OR = 1.60, 95\% CI [1.01, 2.54]$. Asian workers were also more likely than White workers to report being engaged, $b = 0.77, SE = 0.33, z = 2.33, p = .020, OR = 2.15, 95\% CI [1.13, 4.09]$. Black workers did not differ significantly from White workers, $p = .685$.

Regarding age, relative to workers ages 18 to 25, workers ages 44 to 57 were more likely to report being engaged, $b = 0.76, SE = 0.28, z = 2.68, p = .007, OR = 2.13, 95\% CI [1.22, 3.70]$. Workers ages 65 and older were also more likely to be engaged than workers ages 18 to 25, $b = 1.06, SE = 0.49, z = 2.18, p = .029, OR = 2.88, 95\% CI [1.11, 7.46]$. Workers ages 26 to 43 and 58 to 64 did not differ significantly from workers ages 18 to 25 (all $ps > .189$).

Regarding education, relative to workers with a high school diploma or less, workers who had more than a high school diploma but less than a bachelor's degree were less likely to be engaged at work, $b = -0.72, SE = 0.26, z = -2.80, p = .005, OR = 0.49, 95\% CI [0.29, 0.81]$. Workers with a bachelor's degree or higher did not differ significantly from workers with a high school diploma or less ($p = .062$).

SELF-REPORTED WORK PERFORMANCE

PsyCap was examined in relation to workers' self-rated work performance, specifically whether workers rated their performance as "outstanding", while controlling for income, education, age, race, work arrangement, job type, and job level. PsyCap made the largest improvement in model fit among the variables examined, $\chi^2(1) = 166.33, p < .001$, exceeding the contributions of job level, $\chi^2(3) = 32.26, p < .001$; age, $\chi^2(4) = 19.64, p = .001$; and income, $\chi^2(4) = 14.45, p = .006$. Work arrangement, race, job type, and education's contributions to the model did not reach conventional levels of statistical significance (all $ps > .065$; $N = 1,811$).

Controlling for all other variables, higher PsyCap was positively associated with workers reporting outstanding

work performance, $b = 0.19$, $SE = 0.02$, $z = 11.66$, $p < .001$, $OR = 1.21$, 95% CI [1.17, 1.25].

For job level, relative to upper management, middle managers, $b = -0.81$, $SE = 0.15$, $z = -5.50$, $p < .001$, $OR = 0.44$, 95% CI [0.33, 0.59]; frontline workers, $b = -0.42$, $SE = 0.17$, $z = -2.44$, $p = .015$, $OR = 0.65$, 95% CI [0.47, 0.92]; and individual contributors, $b = -0.63$, $SE = 0.18$, $z = -3.58$, $p < .001$, $OR = 0.53$, 95% CI [0.38, 0.75], were less likely to report outstanding work performance.

Regarding age, relative to workers ages 18 to 25, workers ages 58 to 64 were more likely to report outstanding work performance, $b = 0.76$, $SE = 0.23$, $z = 3.28$, $p = .001$, $OR = 2.13$, 95% CI [1.36, 3.36]. Workers ages 65 and older were also more likely to report outstanding work performance, $b = 0.52$, $SE = 0.26$, $z = 2.05$, $p = .041$, $OR = 1.69$, 95% CI [1.02, 2.79]. Workers ages 26 to 43 and 44 to 57 did not differ significantly from workers ages 18 to 25 (all $ps > .393$).

Although income significantly contributed to overall model fit, none of the income comparisons reached conventional levels of statistical significance (all $ps > .080$).

INTENTION TO LOOK FOR A NEW JOB

PsyCap was examined in relation to workers' reported intention to look for a new job within the next year, while controlling for income, education, age, race, work arrangement, job type, and job level. PsyCap made the largest improvement to model fit among the variables examined, $\chi^2(1) = 145.41$, $p < .001$, exceeding the contributions of age, $\chi^2(4) = 80.19$, $p < .001$; race, $\chi^2(3) = 45.67$, $p < .001$; and work arrangement, $\chi^2(2) = 9.39$, $p = .009$. Job type, job level, education, and income's contribution to the model did not reach conventional levels of statistical significance (all $ps > .210$; $N = 1,811$).

Controlling for all other variables, higher PsyCap was associated with lower intention to look for a new job within the next year, $b = -0.16$, $SE = 0.01$, $z = -11.30$, $p < .001$, $OR = 0.85$, 95% CI [0.83, 0.88].

Regarding age, relative to workers ages 18 to 25, workers in older age groups were less likely to report intention to look for a new job within the next year. Workers ages 26 to 43, $b = -0.32$, $SE = 0.16$, $z = -1.97$, $p = .049$, $OR = 0.72$, 95% CI [0.52, 1.00]; workers ages 44 to 57, $b = -0.68$, $SE = 0.18$, $z = -3.80$, $p < .001$, $OR = 0.51$, 95% CI [0.36, 0.72];

workers ages 58 to 64, $b = -1.89$, $SE = 0.26$, $z = -7.14$, $p < .001$, $OR = 0.15$, 95% CI [0.09, 0.25]; and workers ages 65 and older, $b = -1.37$, $SE = 0.30$, $z = -4.63$, $p < .001$, $OR = 0.26$, 95% CI [0.14, 0.46], were less likely to search for a new job within the next year.

Regarding race, relative to White workers, Hispanic or Latine workers were more likely to report intentions to search for a new job, $b = 0.89$, $SE = 0.14$, $z = 6.52$, $p < .001$, $OR = 2.43$, 95% CI [1.86, 3.18]. Black workers were also more likely than White workers to report intentions to search for a new job, $b = 0.38$, $SE = 0.17$, $z = 2.22$, $p = .027$, $OR = 1.47$, 95% CI [1.05, 2.06], as were Asian workers, $b = 0.54$, $SE = 0.20$, $z = 2.70$, $p = .007$, $OR = 1.72$, 95% CI [1.16, 2.54].

Although work arrangement significantly contributed to overall model fit, none of the individual work arrangement comparisons reached conventional levels of statistical significance (all $ps > .053$).

DAILY AI USE

PsyCap was examined in relation to whether workers reported using AI daily at work, while controlling for income, education, age, race, work arrangement, job type, and job level. Job level made the largest improvement to model fit, $\chi^2(3) = 56.15$, $p < .001$, followed by PsyCap, $\chi^2(1) = 29.32$, $p < .001$; work arrangement, $\chi^2(2) = 14.54$, $p = .001$; income, $\chi^2(4) = 13.80$, $p = .008$; age, $\chi^2(4) = 11.88$, $p = .018$; race, $\chi^2(3) = 11.00$, $p = .012$; and education, $\chi^2(2) = 7.64$, $p = .022$. Job type's contribution to the model did not reach conventional levels of statistical significance ($p = .207$; $N = 1,811$).

Controlling for all other variables, higher PsyCap was positively associated with daily AI use at work, $b = 0.08$, $SE = 0.02$, $z = 5.23$, $p < .001$, $OR = 1.09$, 95% CI [1.05, 1.12].

For job level, relative to upper management, middle managers, $b = -0.43$, $SE = 0.14$, $z = -2.97$, $p = .003$, $OR = 0.65$, 95% CI [0.49, 0.86]; frontline workers, $b = -1.05$, $SE = 0.20$, $z = -5.24$, $p < .001$, $OR = 0.35$, 95% CI [0.24, 0.52]; and individual contributors, $b = -1.34$, $SE = 0.21$, $z = -6.38$, $p < .001$, $OR = 0.26$, 95% CI [0.17, 0.40], were significantly less likely to report using AI daily at work.

Regarding work arrangement, relative to fully in-person workers, hybrid workers were more likely to report daily AI use at work, $b = 0.54$, $SE = 0.14$, $z = 3.75$, $p < .001$, OR

= 1.71, 95% CI [1.29, 2.27]. Fully remote workers did not differ significantly from fully in-person workers ($p = .784$).

Regarding income, relative to workers earning less than \$35,000, workers earning \$100,000 to \$199,999, $b = 0.68$, $SE = 0.34$, $z = 2.03$, $p = .042$, $OR = 1.98$, 95% CI [1.02, 3.83]; and workers earning \$200,000 or more, $b = 0.84$, $SE = 0.35$, $z = 2.42$, $p = .015$, $OR = 2.31$, 95% CI [1.17, 4.56], were more likely to report daily AI use at work. Workers earning \$35,000 to \$74,999, and \$75,000 to \$99,999 did not differ significantly from workers earning less than \$35,000 (all $ps > .195$).

Regarding race, relative to White workers, Hispanic or Latine workers were more likely to report daily AI use, $b = 0.33$, $SE = 0.15$, $z = 2.14$, $p = .033$, $OR = 1.39$, 95% CI [1.03, 1.87]. Asian workers were also more likely than White workers to report daily AI use, $b = 0.61$, $SE = 0.21$, $z = 2.91$, $p = .004$, $OR = 1.84$, 95% CI [1.22, 2.78]. Black workers did not differ significantly from White workers ($p = .480$).

Although education and age significantly contributed to model fit overall, none of the comparisons between educational level and age groups reached conventional levels of statistical significance (all $ps > .082$).



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