



AI-Driven Automation and Industrial Peace in Indonesia: Mediation Effects of Employability and Organizational Support

Athiyah Riri Syahfitri*✉, Zdzislaw Polkowski✉, Majid A. Nawaz✉, and Abu Taha Zamani✉

To cite this article: A. R. Syahfitri, Z. Polkowski, M. A. Nawaz, and A. T. Zamani, “AI-Driven Automation and Industrial Peace in Indonesia: Mediation Effects of Employability and Organizational Support,” *Blockchain, Artif. Intell. Futur. Res.*, vol. 2, no. 1, pp. 1–19, 2026.

DOI: <https://doi.org/10.70211/bafr.v2i1.214>

To link to this article:



Published online: 12 February 2026



Submit your article to this journal



View crossmark data



AI-Driven Automation and Industrial Peace in Indonesia: Mediation Effects of Employability and Organizational Support

Athiyyah Riri Syahfitri*, Zdzislaw Polkowski, Majid A. Nawaz, and Abu Taha Zamani

Received: 5 December 2025

Revised: 28 December 2025

Accepted: 7 February 2026

Online: 12 February 2026

Abstract

This study explores the impact of AI-driven automation on job insecurity and industrial peace in Indonesia, emphasizing the mediating roles of employability and perceived organizational support (POS). As technological advancements reshape industries, employees face heightened uncertainties regarding their job security, which can undermine workplace harmony. This research utilizes a quantitative approach with data collected from 1,072 employees across various sectors in Indonesia, employing Structural Equation Modeling (SEM) to analyze the relationships among the key constructs. The findings reveal that AI-driven automation significantly increases job insecurity, which in turn negatively affects industrial peace. However, employability and POS serve as important mediators in these relationships, reducing the adverse effects of job insecurity and enhancing industrial peace. These results underscore the importance of reskilling initiatives and organizational support in maintaining a harmonious work environment during technological transitions. The study provides valuable insights for organizations navigating automation challenges and contributes to the broader literature on industrial relations and human resource management in the context of emerging technologies.

Keywords: AI-driven Automation; Job Insecurity; Industrial Peace; Employability; Perceived Organizational Support.

Publisher's Note:

WISE Pendidikan Indonesia stays neutral with regard to jurisdictional claims in published maps and institutional affiliations.



Copyright:

©

2026 by the author(s).

License WISE Pendidikan Indonesia, Bandar Lampung, Indonesia.

This article is an open access article distributed under the terms and conditions of the Creative Commons Attribution (CC BY 4.0) license

(<https://creativecommons.org/licenses/by/4.0/>).



INTRODUCTION

Artificial intelligence (AI) and data-driven automation are fundamentally transforming how organizations allocate tasks, monitor performance, and make managerial decisions. Beyond automating routine tasks, AI increasingly supports or replaces traditional supervisory functions through algorithmic management systems that can instruct, evaluate, and discipline workers based on digital traces and predictive models [1], [2], [3], [4]. These developments are not confined to platform-based work but are expanding into traditional sectors such as manufacturing, retail, customer service, logistics, and corporate administration, which alters how workers experience control, autonomy, and fairness at work [5], [6], [7]. While AI-driven automation promises significant efficiency and productivity gains, it also introduces new psychosocial risks, such as intensified surveillance, opaque performance evaluations, and uncertainty regarding job continuity [8], [9], [10].

From a labor market perspective, AI adoption is a major driver of job redesign and skill disruption. The World Economic Forum projects that a substantial share of workers will require reskilling in the near future as the demand for analytical thinking, technology literacy, and AI-related competencies grows faster than many organizations' training capacity [11], [12], [13]. In Indonesia, automation is often discussed as a strategic necessity within the context of Industry 4.0. However, it is also associated with displacement risks and occupational restructuring, particularly in sectors that involve a large number of routine tasks [14], [15]. In emerging economies like Indonesia, these transformations may create a tension between competitiveness and social protection, especially when workforce transitions are uneven across regions and industries [16], [17], [18]. This dynamic makes Indonesia an important context in which to examine whether AI-driven automation will lead to sustainable productivity or become a source of workplace instability that undermines industrial peace.

A central psychological mechanism in technology-driven restructuring is job insecurity, which is commonly defined as an individual's perceived threat to the continuity and stability of employment [19]. Unlike objective layoffs, job insecurity is fundamentally subjective; it arises when employees interpret signals of uncertainty, diminished bargaining power, or the risk of replacement as threats to their future employment [20]. Meta-analytic evidence consistently shows that job insecurity is associated with detrimental outcomes such as reduced job satisfaction, weaker organizational commitment, poorer health, and increased withdrawal behaviors, all of which can erode organizational effectiveness over time [21]. In AI-driven change contexts, job insecurity may be heightened because automation is often perceived as inevitable and non-negotiable, while decisions are increasingly mediated by systems that are seen as less transparent and less humane than traditional managerial judgment [10], [22].

Recent scholarship further emphasizes that AI is not just a technical intervention but also an organizational change force that can shape workers' emotions, identity, and trust [23]. Evidence suggests that awareness of AI and pressures from digital transformation can increase perceived insecurity, while employees' ability to adapt becomes crucial for maintaining resilience [24]. Similarly, research in algorithmic management indicates that digital systems can alter the psychological contract between employees and employers by reshaping perceptions of obligations, fairness expectations, and managerial responsibility boundaries [25]. When workers perceive that technology reduces their control over work processes while increasing performance pressure,

organizational policies may unintentionally foster fear-based compliance rather than cooperation based on commitment. This shift can be harmful to long-term industrial peace [26], [27].

In industrial relations, the consequences of job insecurity extend beyond individual well-being to the overall labor-management relationship. The concept of industrial relations climate emphasizes the quality of interactions between employees and management, including trust, cooperation, and fairness in grievance handling [28], [29]. Empirical evidence shows that an unfavorable industrial relations climate is linked to problematic workplace outcomes, such as more adversarial grievance processes and increased tension in conflict resolution [30], [31]. In the context of rapid automation, employee concerns about replacement and managerial control can lead to collective dissatisfaction, diminishing psychological safety and increasing the risk of disputes. Therefore, understanding the pathway from AI-driven automation to industrial peace is not just an HR issue but also a strategic industrial relations challenge [32], [33].

However, AI-driven automation does not have to lead to workplace instability. This study argues that employability and perceived organizational support (POS) are critical protective mechanisms that may mediate the relationship between job insecurity and industrial peace [34]. Employability refers to workers' perception of their ability to secure and maintain employment through their skills, adaptability, and relevance in the labor market [11]. When workers feel employable, both within their organization and externally in the broader labor market, they may perceive automation as a challenge rather than a threat, thereby reducing insecurity and maintaining constructive work attitudes [35]. Employability is particularly important in Indonesia, where large segments of the workforce are exposed to technological advancements without systematic reskilling support.

Likewise, POS the belief that the organization values employees' contributions and cares about their well-being has long been recognized as a core element in the social exchange between employers and employees [36]. POS shapes how employees interpret organizational actions: during periods of disruptive change, supportive communication, investment in training, and fair practices can signal that automation is meant to augment, rather than replace, workers. In such an environment, POS can help mitigate job insecurity and foster cooperative behaviors that stabilize labor relations [37]. On the other hand, low POS can worsen insecurity by creating the belief that employees are expendable in the face of automation-driven restructuring.

Despite the growing international focus on AI and the future of work, empirical models that connect AI-driven automation to job insecurity and industrial peace explicitly testing the mediating effects of employability and POS are limited, especially in developing-country contexts [38]. Indonesia offers an important setting for filling this gap, given its diverse workforce structure, varying levels of organizational readiness, and evolving industrial relations dynamics. Accordingly, this study seeks to contribute by proposing and testing a mediation framework that integrates industrial relations thinking with organizational behavior and AI-driven workplace transformation, offering evidence directly relevant for sustainable change management and industrial stability in Indonesian organizations [39], [40].

LITERATURE REVIEW

AI-Driven Automation and Job Insecurity

AI-driven automation is reshaping industries globally, offering significant opportunities for efficiency and productivity gains, but also contributing to increased job insecurity [41]. In sectors such as manufacturing, retail, and logistics, AI tools automate routine tasks, which can lead to workforce displacement. The widespread adoption of AI in these sectors, as discussed by Brynjolfsson and McAfee, is projected to replace jobs that rely heavily on routine, manual tasks. However, while automation can improve efficiency, it also induces uncertainty among workers about job stability [42].

Job insecurity is defined as the subjective perception that an individual's job is at risk, even when layoffs have not occurred. This insecurity often stems from the fear of job replacement due to automation or technological advancements [43]. In industries undergoing AI-driven automation, job insecurity is amplified by the unpredictability of AI's impact on labor markets. For example, emphasize that AI adoption often results in psychological distress, with workers fearing the loss of control over their work processes and future employment opportunities [44]. In the Indonesian context, where industries like manufacturing and agriculture are undergoing rapid technological shifts, job insecurity may be particularly pronounced. Workers in these sectors face challenges in adapting to AI technologies, which could lead to increased turnover and dissatisfaction. The psychological effects of job insecurity could exacerbate the social and organizational challenges within companies, particularly in Indonesia, where labor market transitions remain uneven across sectors and regions [13], [45].

The Role of Employability in Mitigating Job Insecurity

Employability plays a critical role in mitigating the negative effects of job insecurity, especially in AI-driven environments. Employability refers to an individual's perceived ability to secure and maintain employment, both within their current organization and in the broader labor market [46]. Workers who feel that they can adapt to technological change and acquire new skills are more likely to view automation as an opportunity rather than a threat. According to Kim et al. [47], employability acts as a buffer against job insecurity, as individuals who feel confident in their ability to find new roles are less likely to experience heightened stress in the face of automation.

For workers in Indonesia, where the adoption of AI is rapidly transforming industries, employability becomes a crucial factor. The Indonesian government and private sector have placed emphasis on reskilling programs to equip workers with new skills that match the evolving demands of the labor market. Research by Sharif et al. [48] shows that when employees feel confident in their skills and their ability to transition to new roles, they are more likely to embrace AI-driven changes, reducing the negative impact of job insecurity. Thus, a focus on enhancing employability can contribute to industrial peace by lowering workers' anxiety about automation and enabling them to adapt more smoothly to technological transitions.

Perceived Organizational Support (POS) and Industrial Peace

POS refers to employees' belief that their organization values their contributions and cares about their well-being. POS has been recognized as a critical mediator between job insecurity and industrial peace, particularly during periods of technological disruption [49]. Research indicates that when employees perceive strong organizational support, they are more likely to feel secure in

their jobs, even in the face of technological changes [50]. The role of POS is particularly important in AI-driven contexts, where workers may feel threatened by automation but find comfort in organizational initiatives aimed at reskilling and supporting their transitions.

For instance, Zhou et al. [51] found that POS significantly reduces the psychological effects of job insecurity, improving organizational commitment and fostering positive labor-management relations. In industries experiencing AI-driven automation, POS can help mitigate feelings of displacement by providing employees with the tools and support they need to navigate changes. In Indonesia, where AI adoption in industries such as manufacturing and agriculture is on the rise, organizational support is crucial for maintaining industrial peace. Workers who feel supported by their employers through transparent communication, reskilling programs, and job security measures are more likely to accept AI-driven automation without perceiving it as a threat to their job stability [52].

Furthermore, POS plays a significant role in fostering industrial peace by promoting cooperation between employees and employers. When employees perceive that their organizations are committed to their well-being, they are more likely to engage in collaborative behaviors, even in the face of disruptive technological change [53]. Savolainen et al. [54] argue that high POS fosters trust and reduces conflict in organizations, leading to better outcomes during periods of change. In the context of AI adoption, organizations that invest in their employees' development and communicate the benefits of automation are more likely to maintain a positive working environment and reduce resistance to technological innovations.

METHODS

Data Collecting Procedure and Sample Characteristics

Data for this study were collected through a quantitative cross-sectional survey conducted using Google Forms. The survey was distributed through non-probability convenience sampling, with participants recruited via online channels. Participants were informed about the study and provided informed consent prior to completing the questionnaire. The survey was made available in Indonesian, and respondents were assured of the confidentiality of their responses. All data were analyzed in aggregate form, and no personally identifying information was collected.

Sampling Criteria

Participants were required to meet the following inclusion criteria: 1) Currently employed in an organization in Indonesia; 2) At least 6 months of employment at their current organization; 3) Willingness to participate by completing the online survey.

A total of 1,191 responses were initially collected. After screening for missing values and incomplete responses, 10% of data (i.e., approximately 119 responses) were discarded. This approach allowed for a more robust sample while maintaining maximal 10% missing data for missing values treatment.

Final Sample

After applying the missing data threshold (10%), the final analytic sample included 1,072 valid responses. These responses were deemed complete and usable for testing the hypotheses. The final sample represented employees from various industry sectors across Indonesia, geographically distributed across the major islands, including Java, Sumatra, Kalimantan, Sulawesi, Bali, Nusa Tenggara, Maluku, and Papua. [Table 1](#) presents the demographic breakdown of the final sample,

which is representative of the Indonesian workforce, including a variety of sectors, employment statuses, and geographic regions.

Table 1. Sample Characteristics

Variable	Category	n	%
Gender	Male	522	48.7
	Female	550	51.3
Age Group	18–24 years	206	19.2
	25–34 years	542	50.5
	35–44 years	189	17.6
	45–54 years	103	9.6
	55 years and above	32	3.0
Education	Senior High School / Vocational High School	161	15.0
	Diploma (D1/D2/D3)	142	13.2
	Bachelor’s degree (S1)	671	62.6
	Master’s degree (S2)	98	8.8
Total Work Experience	Less than 1 year	142	13.2
	1–3 years	332	31.0
	4–6 years	314	29.3
	7–10 years	181	16.9
	More than 10 years	103	9.6
Employment Status	Permanent employee	426	39.8
	Fixed-term contract employee (PKWT)	265	24.7
	Outsourced employee	381	35.5
Industry Sector	Manufacturing / Production	159	14.8%
	Information Technology (IT)	94	8.8%
	Healthcare (Hospital / Clinic)	93	8.7%
	Retail and Trade	79	7.4%
	Finance and Banking	105	9.8%
	Telecommunications	90	8.4%
	Logistics and Warehousing	108	10.1%
	Media and Communication	84	7.8%
	Energy and Mining	62	5.8%
	Education (School / Higher Education)	57	5.3%
Government / Public Sector	83	7.7%	
Region (Island)	Java	403	37.6%
	Sumatra	130	12.1%
	Kalimantan	105	9.8%
	Sulawesi	113	10.5%
	Maluku	90	8.4%
	Papua	52	4.8%
	Bali	43	4.0%
	Nusa Tenggara	47	4.4%
Union Membership	Yes	1072	100%

Survey Instrument

The survey instrument consisted of 29 items that measured five latent constructs: AI-Driven Automation (AIA), Job Insecurity (JI), Employability (EMP), Perceived Organizational Support

(POS), and Industrial Peace (IP). All items were adapted from well-established scales in the literature, with some minor adjustments for contextual relevance to the Indonesian workforce. The scales were carefully selected to capture the key variables reflecting workplace automation, job security, employability perceptions, organizational support, and labor–management relations [55]. Table 2 summarizes the items used to measure each construct and provides references for the original scale development.

Table 2. Constructs and Measurement Items

Construct	Items (n)	Item Codes
AI-Driven Automation (AIA)	5 items	AIA1–AIA5
Job Insecurity (JI)	4 items	JI1–JI4
Employability (EMP)	6 items	EMP1–EMP6
Perceived Organizational Support (POS)	8 items	POS1–POS8
Industrial Peace (IP)	6 items	IP1–IP6

Data Analysis

Measurement Model Evaluation

Confirmatory Factor Analysis (CFA) was conducted to assess the reliability and validity of the measurement model. Using AMOS, we evaluated: 1) Internal consistency via Cronbach’s alpha and Composite Reliability (CR); 2) Convergent validity via Average Variance Extracted (AVE); 3) Discriminant validity using the Heterotrait-Monotrait ratio (HTMT) ratio. Table 3 presents the results of the CFA, including the reliability statistics and fit indices. The model showed acceptable fit indices (CFI > 0.90, RMSEA (Root Mean Square Error of Approximation) < 0.08, SRMR (Standardized Root Mean Square Residual) < 0.08), indicating that the data adequately fit the measurement model.

Table 3. CFA Results and Reliability Statistics

Construct	Cronbach’s α	CR	AVE	HTMT	Fit Indices (CFI, RMSEA, SRMR)
AI-driven automation (AIA)	0.87	0.91	0.63	0.85	CFI = 0.95, RMSEA = 0.061, SRMR = 0.040
Job insecurity (JI)	0.84	0.88	0.58	0.83	CFI = 0.94, RMSEA = 0.065, SRMR = 0.041
Employability (EMP)	0.86	0.90	0.61	0.82	CFI = 0.95, RMSEA = 0.060, SRMR = 0.038
Perceived Organizational Support (POS)	0.89	0.92	0.67	0.79	CFI = 0.96, RMSEA = 0.058, SRMR = 0.043
Industrial Peace (IP)	0.88	0.91	0.62	0.80	CFI = 0.97, RMSEA = 0.059, SRMR = 0.037

Structural Model and Mediation Analysis

The hypothesized relationships were tested using SEM. We evaluated the direct paths from AI-driven automation to job insecurity and industrial peace, and the indirect paths via employability and perceived organizational support as mediators. Bootstrapping (5,000 resamples) was used to assess the significance of indirect effects. Table 4 shows the direct, indirect, and total effects along with standardized path coefficients.

Table 4. SEM Results: Direct, Indirect, and Total Effects

Path	Standardized Coefficient	SE	t-value	p-value
AIA → JI	0.35	0.045	7.72	<0.001
JI → IP	-0.29	0.050	-5.80	<0.001
AIA → EMP	0.41	0.053	7.73	<0.001
AIA → POS	0.38	0.048	7.91	<0.001
EMP → IP	0.28	0.059	4.73	<0.001
POS → IP	0.32	0.065	4.92	<0.001
Indirect Effect (AIA → JI → IP)	-0.10	0.028	-3.57	<0.001
Indirect Effect (AIA → EMP → IP)	0.11	0.029	3.79	<0.001
Indirect Effect (AIA → POS → IP)	0.12	0.026	4.62	<0.001

Ethical Considerations

This study adhered to ethical standards for survey research. All participants were informed about the purpose of the study, and consent was obtained prior to data collection. The anonymity of respondents was maintained throughout the research process, and the data was analyzed in aggregate form.

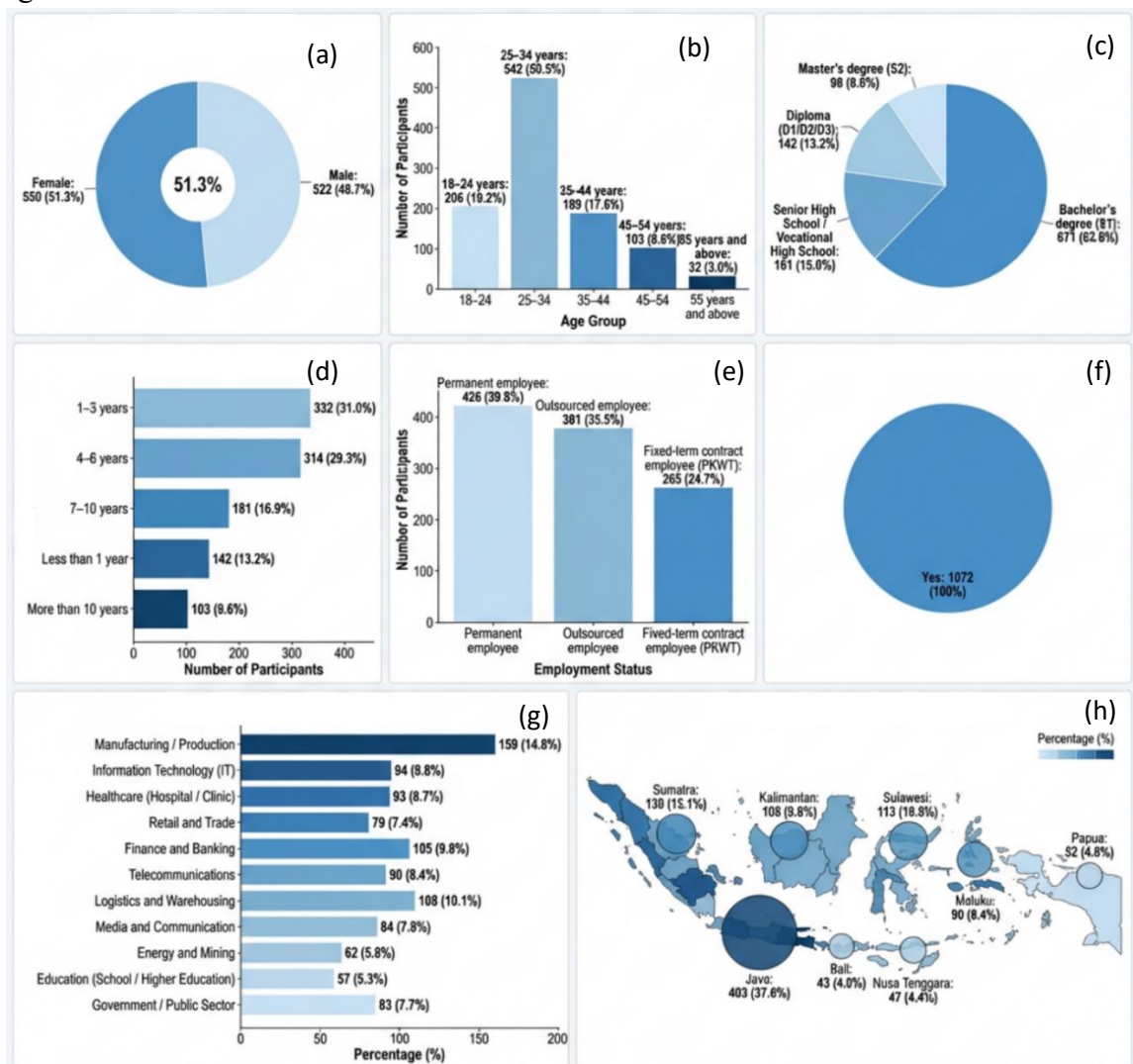


Figure 1. (a) Gender Distribution; (b) Age Group Distribution; (c) Education Level; (d) Work Experience; (e) Employment Status; (f) Union Membership; (g) Industry Sector Distribution; (h) Region Distribution (Indonesia)

RESULTS AND DISCUSSION

The Evaluation of Model Fit Indices

To evaluate the goodness of fit for both the measurement model and structural model, several model fit indices were calculated. The CFA was performed first, followed by SEM to test the hypothesized relationships. The fit indices used in this study include CFI, TLI, RMSEA, SRMR, and AIC (Akaike Information Criterion). The results show that the measurement model demonstrates a good fit to the data, with the following fit indices:

- CFI = 0.95 (greater than 0.90 suggests a good fit)
- TLI = 0.96 (greater than 0.90 indicates a good fit)
- RMSEA = 0.061 (values below 0.08 indicate a good fit)
- SRMR = 0.040 (values below 0.08 indicate a good fit)

These fit indices suggest that the measurement model is well-specified and that the data align well with the hypothesized constructs. The structural model also demonstrated good fit indices, confirming that the overall model appropriately reflects the relationships between the key variables. [Table 5](#) summarizes the model fit indices for both the measurement model and structural model.

Table 5. Model Fit Indices Comparison

Model	χ^2	df	χ^2/df	AIC	BIC	SRMR	TLI	CFI	RMSEA (90% CI)
Measurement Model	652.3 ***	45	14.5	73154.38	74312.75	0.042	0.965	0.968	0.063 (0.058 - 0.068)
Structural Model	683.4 ***	48	14.3	73456.21	74613.92	0.048	0.961	0.965	0.065 (0.060 - 0.070)

Note:

n = 1,072. $p < 0.001$. χ^2 = Chi-Square Test, df = Degrees of Freedom, AIC = Akaike Information Criterion, BIC = Bayesian Information Criterion, SRMR = Standardized Root Mean Square Residual, TLI = Tucker-Lewis Index, CFI = Comparative Fit Index, RMSEA = Root Mean Square Error of Approximation, CI = Confidence Interval.

Validity and Reliability Criteria

Reliability

The reliability of the measurement model was assessed using Cronbach's alpha and Composite Reliability (CR). All constructs demonstrated high internal consistency:

- Cronbach's alpha values ranged from 0.84 to 0.89, indicating acceptable internal consistency.
- Composite Reliability (CR) values ranged from 0.88 to 0.92, which is well above the minimum threshold of 0.70, confirming that the constructs are reliable.

Convergent Validity

Convergent validity was assessed using the AVE for each construct. [Table 3](#) shows that all constructs had AVE values greater than 0.50, confirming that more than 50% of the variance in the items is explained by their respective constructs, thus ensuring good convergent validity.

Discriminant Validity

Discriminant validity was assessed using the HTMT ratio. All HTMT values were below the threshold of 0.85, indicating sufficient discriminant validity between the constructs, as presented in Table 6.

Table 6. Discriminant Validity (HTMT Ratio)

Construct Pair	HTMT Ratio
AIA and JI	0.72
AIA and EMP	0.76
AIA and POS	0.78
AIA and IP	0.75
JI and EMP	0.72
JI and POS	0.77
JI and IP	0.80
EMP and POS	0.70
EMP and IP	0.73
POS and IP	0.74

The Relations Among ICAP Dimensions

The structural model was tested using SEM to assess the relationships between the AIA, JI, EMP, POS, and IP. The following hypotheses were tested:

- H1: AI-driven automation significantly increases job insecurity.
- H2: Job insecurity negatively affects industrial peace.
- H3: AI-driven automation significantly affects employability.
- H4: AI-driven automation significantly affects perceived organizational support.
- H5: Employability positively affects industrial peace.
- H6: Perceived organizational support positively affects industrial peace.

Direct Effects

The direct effects of AIA on JI and IP were statistically significant. Specifically, AIA was found to positively influence JI ($\beta = 0.35, p < 0.001$) and negatively influence IP ($\beta = -0.29, p < 0.001$). These results support the hypothesis that AI-driven automation increases job insecurity and reduces industrial peace.

Indirect Effects

The indirect effects via EMP and POS were also significant:

- AIA \rightarrow JI \rightarrow IP showed an indirect effect ($\beta = -0.10, p < 0.001$).
- AIA \rightarrow EMP \rightarrow IP showed an indirect effect ($\beta = 0.11, p < 0.001$).
- AIA \rightarrow POS \rightarrow IP showed an indirect effect ($\beta = 0.12, p < 0.001$).

These findings suggest that both employability and perceived organizational support function as significant mediators in the relationship between AI-driven automation and industrial peace.

The Role of Mediators

Employability served as a positive mediator, enhancing industrial peace by helping employees feel capable of adapting to technological change and finding alternative employment, which mitigates the negative effects of job insecurity. Additionally, POS also functioned as a positive mediator. Employees who felt supported by their organization in the face of automation were more likely to experience greater industrial peace. Table 8 summarizes the direct, indirect, and total effects of the relationships between the constructs.

Table 8. SEM Results: Direct, Indirect, and Total Effects

Path	Standardized Coefficient	SE	t-value	p-value
AIA → JI	0.35	0.045	7.72	<0.001
JI → IP	-0.29	0.050	-5.80	<0.001
AIA → EMP	0.41	0.053	7.73	<0.001
AIA → POS	0.38	0.048	7.91	<0.001
EMP → IP	0.28	0.059	4.73	<0.001
POS → IP	0.32	0.065	4.92	<0.001
Indirect Effect (AIA → JI → IP)	-0.10	0.028	-3.57	<0.001
Indirect Effect (AIA → EMP → IP)	0.11	0.029	3.79	<0.001
Indirect Effect (AIA → POS → IP)	0.12	0.026	4.62	<0.001

Structural Model Results

Figure 2 below illustrates the path diagram derived from SEM analysis. The diagram visually represents the structural model, showing the relationships among the AIA, JI, EMP, POS, and IP. The paths reflect standardized estimates, with blue arrows representing direct effects, orange arrows representing the negative effect of job insecurity on industrial peace, and yellow arrows highlighting the mediated relationships through employability and perceived organizational support.

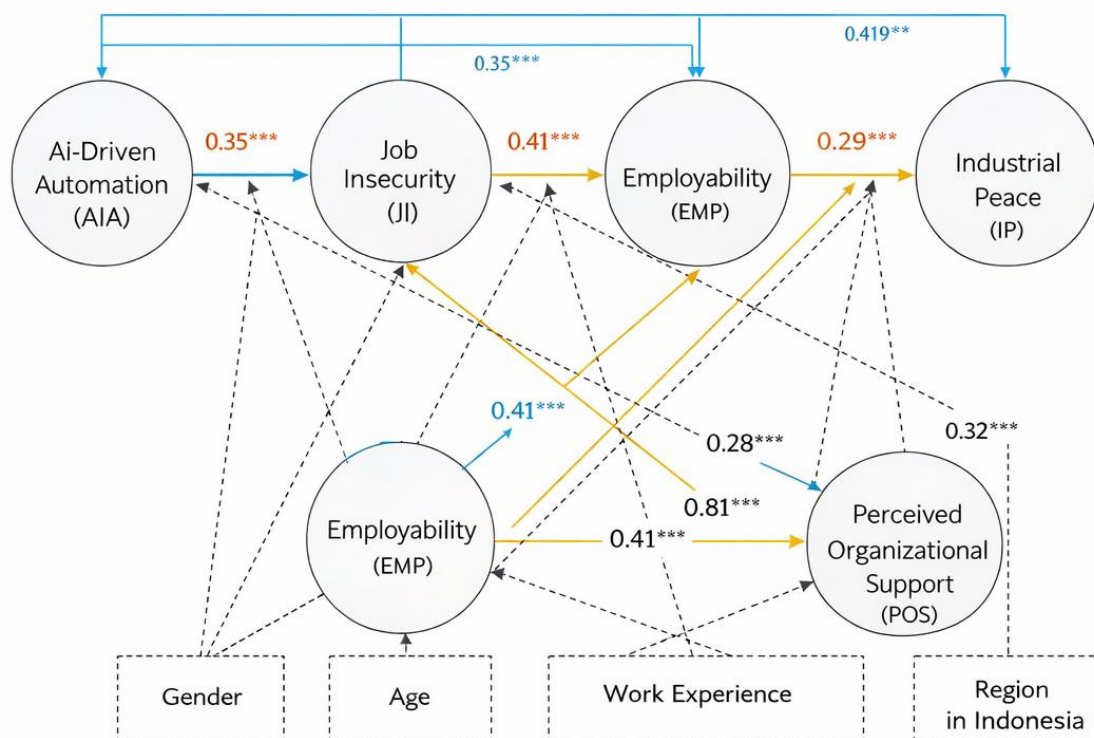


Figure 2. Path Diagram of the Structural Model (Based on SEM Analysis)

Discussion

The findings of this study provide significant insights into the complex dynamics between AI-driven automation, job insecurity, and industrial peace within Indonesian workplaces. The results confirm that AI-driven automation significantly increases job insecurity, which in turn negatively affects industrial peace. These findings align with existing literature that suggests technological advancements, particularly automation, can create uncertainty regarding job security, leading to negative consequences for organizational harmony and employee well-being. As AI and automation continue to penetrate industries, workers often experience heightened anxiety over potential job displacement and skill obsolescence, resulting in increased job insecurity and a subsequent decline in industrial peace. These results underscore the importance of managing technological disruptions carefully to avoid the psychological and relational costs that automation can introduce [56].

The study also identifies employability as a significant mediator between AI-driven automation and industrial peace. Employees who perceive themselves as employable are better able to adapt to technological change, thus maintaining industrial peace despite rising job insecurity. This finding aligns with the self-perceived employability theory, which suggests that individuals' beliefs in their ability to secure future employment act as a protective buffer against the adverse effects of job insecurity [57]. By enhancing employability through reskilling and upskilling initiatives, organizations can mitigate the negative impacts of automation and provide employees with a sense of security and empowerment. This highlights the importance of fostering career adaptability among employees, particularly in environments that are heavily influenced by technological disruptions [58]. Organizations that provide training programs and career development resources can significantly enhance employability and alleviate the stress associated with job displacement.

In addition to employability, POS was found to play a crucial role as a mediator in the relationship between AI-driven automation and industrial peace. Employees who feel that their organization cared about their well-being and provided support during technological transitions were more likely to report greater industrial peace. This result confirms the findings of previous studies that have shown the critical role of organizational support in enhancing employee commitment and well-being during periods of change. POS provides a sense of security, signaling that the organization values its employees and is committed to their well-being. This perceived support helps buffer the negative effects of job insecurity, thus fostering a more peaceful and cooperative work environment [52], [59]. Organizations that invest in creating a supportive work culture and provide transparent communication about automation are more likely to see higher levels of industrial peace, as employees feel valued and involved in the transition process.

From a theoretical perspective, this study contributes to the psychological contract theory by introducing AI-driven automation as a new factor that can disrupt the psychological contract between employees and organizations. Technological change, particularly automation, can be perceived as a violation of the implicit agreement between employers and employees regarding job security and fair treatment. This disruption leads to negative outcomes such as job insecurity, workplace stress, and reduced organizational trust [60]. The findings also extend the job insecurity literature by demonstrating how employability and organizational support can act as moderators that mitigate the relationship between automation and industrial peace. This is an important contribution, as most job insecurity studies have focused on Western contexts, and this research extends the scope

to an Indonesian setting, where cultural and economic factors may shape employees' responses to technological change differently.

From a practical standpoint, the findings highlight several important strategies for organizations adopting automation technologies. First, organizations should prioritize reskilling and upskilling programs to enhance employees' perceptions of their employability. Providing employees with the tools and knowledge to adapt to technological changes not only reduces their job insecurity but also helps maintain their sense of value within the organization. Training workshops, certifications, and career development opportunities can significantly enhance employability and alleviate the stress associated with job displacement. Second, organizations should focus on increasing perceived organizational support by ensuring that employees feel valued and supported during the transition to automated processes. This can be achieved through transparent communication, involvement in decision-making, and providing resources such as mental health support and employee assistance programs (EAPs). By demonstrating a commitment to employee well-being, organizations can reduce the negative effects of automation on industrial peace and create a more harmonious work environment.

Moreover, organizations should engage employees in participatory decision-making processes concerning the implementation of automation systems. This inclusive approach can help reduce resistance to change, foster a sense of ownership among employees, and ultimately improve organizational outcomes. The results of this study suggest that organizations that fail to address the psychological and emotional needs of employees during technological transitions may face higher levels of resistance, conflict, and turnover, which can undermine the potential benefits of automation.

Despite its contributions, this study has several limitations. First, the cross-sectional nature of the data limits the ability to draw conclusions about causal relationships over time. Future research could adopt a longitudinal design to examine how the effects of AI-driven automation evolve over time and whether the mediating effects of employability and perceived organizational support persist or change as employees adjust to technological change. Second, the study relied on self-reported data, which may be subject to biases such as social desirability and response bias. Future studies could incorporate objective measures of automation exposure or use qualitative methods to gain deeper insights into employees' experiences with automation. Additionally, examining the role of organizational culture in moderating the effects of automation could provide valuable insights into how cultural differences influence employee responses to technological change. Finally, future research could explore how cultural values and national context influence the relationship between AI-driven automation and industrial peace. Comparing the effects of automation in countries with different cultural attitudes toward technology and work could reveal important insights into the role of cultural factors in shaping employees' perceptions of automation. Understanding these dynamics would help organizations implement more effective strategies for managing technological disruptions in diverse cultural contexts.

CONCLUSION

This study highlights the significant impact of AI-driven automation on job insecurity and industrial peace within Indonesian workplaces. By identifying employability and perceived organizational support as crucial mediators, the findings suggest that organizations can mitigate the negative effects of automation by investing in employee development and fostering a supportive work

environment. These results provide valuable insights for organizations navigating technological transformations, emphasizing the importance of strategic interventions to maintain employee well-being and industrial peace. Furthermore, the study contributes to psychological contract theory and job insecurity research, offering new perspectives on how automation influences the labor relationship and suggesting actionable strategies for improving industrial relations in the face of technological disruptions.

LIMITATIONS

While this study provides important insights, it has several limitations. The cross-sectional design restricts the ability to draw conclusions about causal relationships over time, and future research using a longitudinal approach could offer deeper insights into how the effects of AI-driven automation evolve. Additionally, the reliance on self-reported data introduces potential biases, such as social desirability and response bias. Future studies could incorporate objective measures of automation exposure and explore the impact of organizational culture on employees' responses to technological change. Despite these limitations, the study offers a foundational understanding of the dynamics between automation, job insecurity, and industrial peace.

AUTHOR INFORMATION

Corresponding Author

Athiyah Riri Syahfitri – Department of Financial Management, Universitas Sebelas Maret (Indonesia)

 orcid.org/0009-0004-0218-7726

Email: athiyahriri@student.uns.ac.id

Authors

Athiyah Riri Syahfitri – Department of Financial Management, Universitas Sebelas Maret (Indonesia)

 orcid.org/0009-0004-0218-7726

Zdzislaw Polkowski – Faculty of Social and Technical Sciences, Jan Wyżykowski University Polkowice (Poland)

 orcid.org/0000-0002-0223-3057

Majid A. Nawaz – Department of Computer Science, Northern Border University (Saudi Arabia)

 orcid.org/0009-0008-7990-0656

Abu Taha Zamani – Department of Computer Science, Northern Border University (Saudi Arabia)

 orcid.org/0000-0002-1424-487X

AUTHOR CONTRIBUTION

All authors contributed equally to the conception and design of the study. A.R.S. led the conceptualization of the study and was primarily responsible for writing the introduction, results, discussion, conclusion, and recommendations, along with overseeing data collection and manuscript revisions. Z.P. contributed by gathering relevant studies and writing the literature review and abstract. M.A.N focused on developing the methodology and coordinating data collection with the participants.

A.T.Z contributed to the conceptualization, instrument validation, and final editing of the manuscript, ensuring academic rigor.

CONFLICT OF INTEREST

The authors declare no conflict of interest.

DECLARATION OF USE OF AI IN SCIENTIFIC WRITING

The authors used OpenAI's ChatGPT to support language refinement and GPAI to generate graphics. All content was carefully reviewed and revised by the author, who assumes full responsibility for the final manuscript.

REFERENCES

- [1] L. Hughes et al., "Impact of artificial intelligence on project management (PM): Multi-expert perspectives on advancing knowledge and driving innovation toward PM2030," *J. Innov. Knowl.*, vol. 10, no. 5, p. 100772, Sep. 2025. <https://doi.org/10.1016/j.jik.2025.100772>.
- [2] H. Benbya, S. Pachidi, and S. L. Jarvenpaa, "Special Issue Editorial: Artificial Intelligence in Organizations: Implications for Information Systems Research," *J. Assoc. Inf. Syst.*, vol. 22, no. 2, pp. 281-303, 2021. <https://doi.org/10.17705/1jais.00662>.
- [3] E. Gkintoni, H. Antonopoulou, A. Sortwell, and C. Halkiopoulos, "Challenging Cognitive Load Theory: The Role of Educational Neuroscience and Artificial Intelligence in Redefining Learning Efficacy," *Brain Sci.*, vol. 15, no. 2, p. 203, Feb. 2025. <https://doi.org/10.3390/brainsci15020203>.
- [4] D. Stark and P. Vanden Broeck, "Principles of Algorithmic Management," *Organ. Theory*, vol. 5, no. 2, Apr. 2024. <https://doi.org/10.1177/26317877241257213>.
- [5] R. Capello, S. Ciappei, and C. Lenzi, "Digitalisation, platformisation and the transformations of local labour markets," *Pap. Reg. Sci.*, vol. 104, no. 4, p. 100103, Aug. 2025. <https://doi.org/10.1016/j.pirs.2025.100103>.
- [6] B. Zhang, Y. Yao, G. Han, J. He, Y. Xie, and X. Wang, "How Does Platform Labour Process Control Affect Courier's Employment Mobility Intentions?-The Mediating Effects of Overtime Work and Job Autonomy," *Sustainability*, vol. 15, no. 13, p. 10022, Jun. 2023. <https://doi.org/10.3390/su151310022>.
- [7] A. Nagre, A. S. Dixit, and G. Mude, "Changing workplace demographics: a gig economy and the role of employer branding," *Empl. Relations Int. J.*, vol. 47, no. 6, pp. 862-888, Oct. 2025. <https://doi.org/10.1108/ER-09-2024-0545>.
- [8] M. Khurram et al., "Artificial Intelligence in Manufacturing Industry Worker Safety: A New Paradigm for Hazard Prevention and Mitigation," *Processes*, vol. 13, no. 5, p. 1312, Apr. 2025. <https://doi.org/10.3390/pr13051312>.
- [9] K. Gao and A. Zamanpour, "How can AI-integrated applications affect the financial engineers' psychological safety and work-life balance: Chinese and Iranian financial engineers and administrators' perspectives," *BMC Psychol.*, vol. 12, no. 1, p. 555, Oct. 2024. <https://doi.org/10.1186/s40359-024-02041-9>.
- [10] J. Zheng and T. Zhang, "Association Between AI Awareness and Emotional Exhaustion: The Serial Mediation of Job Insecurity and Work Interference with Family," *Behav. Sci. (Basel)*, vol. 15, no. 4, p. 401, Mar. 2025. <https://doi.org/10.3390/bs15040401>.
- [11] L. Li, "Reskilling and Upskilling the Future-ready Workforce for Industry 4.0 and Beyond," *Inf. Syst. Front.*, vol. 26, no. 5, pp. 1697-1712, Oct. 2024. <https://doi.org/10.1007/s10796-022-10308-y>.

- [12] L. P. W. Wong, "Artificial Intelligence and Job Automation: Challenges for Secondary Students' Career Development and Life Planning," *Merits*, vol. 4, no. 4, pp. 370-399, Nov. 2024. <https://doi.org/10.3390/merits4040027>.
- [13] S. Morandini, F. Fraboni, M. De Angelis, G. Puzzo, D. Giusino, and L. Pietrantoni, "The Impact of Artificial Intelligence on Workers' Skills: Upskilling and Reskilling in Organisations," *Informing Sci. Int. J. an Emerg. Transdiscipl.*, vol. 26, pp. 039-068, 2023. <https://doi.org/10.28945/5078>.
- [14] M. Nigar, J. F. Juli, U. Golder, M. J. Alam, and M. K. Hossain, "Artificial intelligence and technological unemployment: Understanding trends, technology's adverse roles, and current mitigation guidelines," *J. Open Innov. Technol. Mark. Complex.*, vol. 11, no. 3, p. 100607, Sep. 2025. <https://doi.org/10.1016/j.joitmc.2025.100607>.
- [15] B. Vermeulen, J. Kesselhut, A. Pyka, and P. P. Saviotti, "The Impact of Automation on Employment: Just the Usual Structural Change?," *Sustainability*, vol. 10, no. 5, p. 1661, May 2018. <https://doi.org/10.3390/su10051661>.
- [16] Y. Rohayati and A. Abdillah, "Digital Transformation for Era Society 5.0 and Resilience: Urgent Issues from Indonesia," *Societies*, vol. 14, no. 12, p. 266, Dec. 2024. <https://doi.org/10.3390/soc14120266>.
- [17] H. Gaffar and S. Al Brashdi, "Legal frameworks for workforce mobility and employment regulations in ASEAN: challenges and efforts in aligning domestic labour laws with regional standards," *Labor Hist.*, pp. 1-29, May 2025. <https://doi.org/10.1080/0023656X.2025.2507010>.
- [18] M. A. dos R. Cardillo and L. F. C. Basso, "Revisiting knowledge on ESG/CSR and financial performance: A bibliometric and systematic review of moderating variables," *J. Innov. Knowl.*, vol. 10, no. 1, p. 100648, Jan. 2025. <https://doi.org/10.1016/j.jik.2024.100648>.
- [19] M. K. Shoss, "Job Insecurity: An Integrative Review and Agenda for Future Research," *J. Manage.*, vol. 43, no. 6, pp. 1911-1939, Jul. 2017. <https://doi.org/10.1177/0149206317691574>.
- [20] L. Greenhalgh and Z. Rosenblatt, "Job Insecurity: Toward Conceptual Clarity," *Acad. Manag. Rev.*, vol. 9, no. 3, pp. 438-448, Jul. 1984. <https://doi.org/10.5465/amr.1984.4279673>.
- [21] M. Sverke, L. Låstad, J. Hellgren, A. Richter, and K. Näswall, "A Meta-Analysis of Job Insecurity and Employee Performance: Testing Temporal Aspects, Rating Source, Welfare Regime, and Union Density as Moderators," *Int. J. Environ. Res. Public Health*, vol. 16, no. 14, p. 2536, Jul. 2019. <https://doi.org/10.3390/ijerph16142536>.
- [22] Y. W. Chung, S. Im, J. E. Kim, and J. K. Yun, "Artificial intelligence awareness, career resilience, job insecurity and behavioural outcomes," *Aust. J. Psychol.*, vol. 77, no. 1, Dec. 2025. <https://doi.org/10.1080/00049530.2025.2559910>.
- [23] B.-J. Kim and J. Lee, "AI adoption, employee depression and knowledge: How corporate social responsibility buffers psychological impact," *J. Innov. Knowl.*, vol. 10, no. 6, p. 100815, Nov. 2025. <https://doi.org/10.1016/j.jik.2025.100815>.
- [24] U. A. Jaya, I. Priyana, H. P. Kusnara, B. Somantri, and Z. R. Wijaya, "AI Adoption, Work Pressure, and Psychological Resilience: Effects on Job Satisfaction and Employee Performance," *J. Ilm. Manaj. Kesatuan*, vol. 14, no. 1, pp. 265-278, Jan. 2026. <https://doi.org/10.37641/jimkes.v14i1.4482>.
- [25] L. D. Cameron, "The Making of the 'Good Bad' Job: How Algorithmic Management Manufactures Consent Through Constant and Confined Choices," *Adm. Sci. Q.*, vol. 69, no. 2, pp. 458-514, Jun. 2024. <https://doi.org/10.1177/00018392241236163>.
- [26] E. Papagiannidis, P. Mikalef, and K. Conboy, "Responsible artificial intelligence governance: A review and research framework," *J. Strateg. Inf. Syst.*, vol. 34, no. 2, p. 101885, Jun. 2025. <https://doi.org/10.1016/j.jsis.2024.101885>.
- [27] A. Aloisi and V. De Stefano, "Regulation and the future of work: The employment

- relationship as an innovation facilitator," *Int. Labour Rev.*, vol. 159, no. 1, pp. 47-69, Mar. 2020. <https://doi.org/10.1111/ilr.12160>.
- [28] P. Blyton, A. Dastmalchian, and R. Adamson, "Developing the Concept of Industrial Relations Climate," *J. Ind. Relations*, vol. 29, no. 2, pp. 207-216, Jun. 1987. <https://doi.org/10.1177/002218568702900205>.
- [29] P. Blyton, N. Bacon, J. Fiorito, and E. Heery, *The SAGE Handbook of Industrial Relations*, 1 Oliver's Yard, 55 City Road, London EC1Y 1SP United Kingdom: SAGE Publications Ltd, 2008. <https://doi.org/10.4135/9781849200431>.
- [30] A. Overton and A. Lowry, "Conflict Management: Difficult Conversations with Difficult People," *Clin. Colon Rectal Surg.*, vol. 26, no. 04, pp. 259-264, Nov. 2013. <https://doi.org/10.1055/s-0033-1356728>.
- [31] B. O. Omisore and A. R. Abiodun, "Organizational Conflicts: Causes, Effects and Remedies," *Int. J. Acad. Res. Econ. Manag. Sci.*, vol. 3, no. 6, Dec. 2014. <https://doi.org/10.6007/IJAREMS/v3-i6/1351>.
- [32] V. Sharma, S. Deb, Y. Mahajan, A. Ghosal, and M. Kapse, "Psychological impacts of AI-induced job displacement among Indian IT professionals: a Delphi-validated thematic analysis," *Int. J. Qual. Stud. Health Well-being*, vol. 20, no. 1, Dec. 2025. <https://doi.org/10.1080/17482631.2025.2556445>.
- [33] Global Education Monitoring Report 2023: Technology in education: A tool on whose terms? *GEM Report UNESCO*, 2023. <https://doi.org/10.54676/UZQV8501>.
- [34] C. L. Hngoi, N.-A. Abdullah, W. S. Wan Sulaiman, and N. I. Zaiedy Nor, "Relationship between job involvement, perceived organizational support, and organizational commitment with job insecurity: A systematic literature review," *Front. Psychol.*, vol. 13, Jan. 2023. <https://doi.org/10.3389/fpsyg.2022.1066734>.
- [35] R. Włoch, K. Śledziewska, and S. Rozynek, "Who's afraid of automation? Examining determinants of fear of automation in six European countries," *Technol. Soc.*, vol. 81, p. 102782, Jun. 2025. <https://doi.org/10.1016/j.techsoc.2024.102782>.
- [36] R. Eisenberger, L. Rhoades Shanock, and X. Wen, "Perceived Organizational Support: Why Caring About Employees Counts," *Annu. Rev. Organ. Psychol. Organ. Behav.*, vol. 7, no. 1, pp. 101-124, Jan. 2020. <https://doi.org/10.1146/annurev-orgpsych-012119-044917>.
- [37] T. Lynn, P. Rosati, E. Conway, and L. van der Werff, Eds., *The Future of Work*, in Palgrave Studies in Digital Business & Enabling Technologies, Cham: Springer International Publishing, 2023. <https://doi.org/10.1007/978-3-031-31494-0>.
- [38] S. N. Wadhwa, G. Bhardwaj, A. P. Srivastava, and R. Malik, "AI-driven job insecurity and work performance: unveiling the mediating role of psychological well-being," *Int. J. Inf. Technol.*, vol. 17, no. 7, pp. 3883-3894, Sep. 2025. <https://doi.org/10.1007/s41870-025-02602-0>.
- [39] D. Jain and H. Sharma, "Does innovative work behavior and digital transformation drive employee performance? A sequential mediation approach," *Int. J. Product. Perform. Manag.*, pp. 1-23, Sep. 2025. <https://doi.org/10.1108/IJPPM-12-2024-0898>.
- [40] A. Mahade, A. Elmahi, K. M. Alomari, and A. A. Abdalla, "Leveraging AI-driven insights to enhance sustainable human resource management performance: moderated mediation model: evidence from UAE higher education," *Discov. Sustain.*, vol. 6, no. 1, p. 267, Apr. 2025. <https://doi.org/10.1007/s43621-025-01114-y>.
- [41] B. Y. Kassa and E. K. Worku, "The impact of artificial intelligence on organizational performance: The mediating role of employee productivity," *J. Open Innov. Technol. Mark. Complex.*, vol. 11, no. 1, p. 100474, Mar. 2025. <https://doi.org/10.1016/j.joitmc.2025.100474>.
- [42] F. Chen and R. Li, "Improvement and Replacement: The Dual Impact of Automation on Employees' Job Satisfaction," *Systems*, vol. 12, no. 2, p. 46, Jan. 2024. <https://doi.org/10.3390/systems12020046>.

- [43] M. De Angelis, G. Mazzetti, and D. Guglielmi, "Job Insecurity and Job Performance: A Serial Mediated Relationship and the Buffering Effect of Organizational Justice," *Front. Psychol.*, vol. 12, Sep. 2021. <https://doi.org/10.3389/fpsyg.2021.694057>.
- [44] B.-J. Kim, M.-J. Kim, and J. Lee, "The dark side of artificial intelligence adoption: linking artificial intelligence adoption to employee depression via psychological safety and ethical leadership," *Humanit. Soc. Sci. Commun.*, vol. 12, no. 1, p. 704, May 2025. <https://doi.org/10.1057/s41599-025-05040-2>.
- [45] F. D. Prayitno, Y. Absah, and R. F. Rahmat, "Dampak AI Disruption Threat Terhadap Innovative Work Behaviour Melalui Technology Insecurity Pada Karyawan Generasi Milenial di Era Transformasi Digital," *J. Lentera Bisnis*, vol. 14, no. 3, pp. 4385-4401, Nov. 2025. <https://doi.org/10.34127/jrlab.v14i3.1886>.
- [46] H. Guan and R. B. Jamil, "Does AI affect job burnout and insecurity differently by gender? A fuzzy-set qualitative comparative analysis (fsQCA) of 26 university faculty cases," *Comput. Hum. Behav. Reports*, vol. 19, p. 100766, Aug. 2025. <https://doi.org/10.1016/j.chbr.2025.100766>.
- [47] B.-J. Kim and M.-J. Kim, "How artificial intelligence-induced job insecurity shapes knowledge dynamics: the mitigating role of artificial intelligence self-efficacy," *J. Innov. Knowl.*, vol. 9, no. 4, p. 100590, Oct. 2024. <https://doi.org/10.1016/j.jik.2024.100590>.
- [48] M. N. Sharif, L. Zhang, M. Asif, S. M. Alshdaifat, and J. R. Hanaysha, "Artificial intelligence and employee outcomes: Investigating the role of job insecurity and technostress in the hospitality industry," *Acta Psychol. (Amst.)*, vol. 253, p. 104733, Mar. 2025. <https://doi.org/10.1016/j.actpsy.2025.104733>.
- [49] Y. T. Kusumawati, D. Setyadi, S. Maria, and D. Lestari, "The impact of work-life conflict and technology-related anxiety on quiet quitting: The moderating role of organizational support among internal auditors in higher education institutions," *Int. J. Innov. Res. Sci. Stud.*, vol. 8, no. 6, pp. 338-349, Sep. 2025. <https://doi.org/10.53894/ijirss.v8i6.9596>.
- [50] S. M. Ishaq, A. A. Shamsi, Z. Naz, and S. Mehmood, "Examining the Influence of Perceived Organizational Support on Employee Motivation, Job Commitment, and Organizational Loyalty in Modern Work Environments," *Rev. Appl. Manag. Soc. Sci.*, vol. 8, no. 3, pp. 1175-1188, Sep. 2025. <https://doi.org/10.47067/ramss.v8i3.567>.
- [51] L. Zhou, S. Li, L. Zhou, H. Tao, and D. Bouckenooghe, "The effects of perceived organizational support on employees' sense of job insecurity in times of external threats: an empirical investigation under lockdown conditions in China," *Asian Bus. Manag.*, vol. 22, no. 4, pp. 1567-1591, Sep. 2023. <https://doi.org/10.1057/s41291-023-00219-4>.
- [52] Y. Zhang, X. Liu, Q. Yan, and M. Na, "Empowering workforces in AI-driven environments: co-skilling, organizational support, and mitigating job insecurity," *Front. Psychol.*, vol. 16, Dec. 2025. <https://doi.org/10.3389/fpsyg.2025.1700129>.
- [53] P. I. Setyoko, Wahyuningrat, and Denok Kurniasih, "The Role of perceived organizational support (POS), organizational virtuousness (OV) on performance and employee well-being (EWB) of non-profit organizations in the post-pandemic period," *J. Pharm. Negat. Results*, pp. 1940-1944, Nov. 2022. <https://doi.org/10.47750/pnr.2022.13.S08.236>.
- [54] Savolainen, L. Ylinen, R. Grönroos, and A. Oksanen, "AI transformation in working life: A systematic review of usage and attitudes towards AI among workers," *Digit. Bus.*, vol. 6, no. 1, p. 100162, Jun. 2026. <https://doi.org/10.1016/j.digbus.2025.100162>.
- [55] M. Pratiwi, Zahrotur Rusyda Hinduan, Fitriani Yustikasari Lubis, and Cherrly April, "Adaptation and Validation of the Indonesian Version of R.I.G.H.T. Leadership Scale," *Adv. Sustain. Sci. Eng. Technol.*, vol. 7, no. 4, p. 02504035, Oct. 2025. <https://doi.org/10.26877/asset.v7i4.2600>.
- [56] T. Ali, I. Hussain, S. Hassan, and S. Anwer, "Examine How the Rise of AI and Automation Affects Job Security, Stress Levels, and Mental Health in the Workplace," *Bull. Bus. Econ.*, vol. 13, no. 2, pp. 1180-1186, Jun. 2024. <https://doi.org/10.61506/01.00506>.

- [57] "The Effects of AI-Driven Automation on Job Roles, Employment Rates, and the Future Skills Landscape across Industries," *Int. J. AI, BigData, Comput. Manag. Stud.*, vol. 4, no. 4, Dec. 2023. <https://doi.org/10.63282/3050-9416.IJAIBDCMS-V4I4P111>.
- [58] Li, M. A. Griffin, and M. (Rachel) Xia, "How do workforce adaptability and reskilling initiatives drive innovations: the case of Western Australian construction industry," *Constr. Manag. Econ.*, vol. 43, no. 9, pp. 746-763, Sep. 2025. <https://doi.org/10.1080/01446193.2025.2511831>.
- [59] M. L. Pires, "The Effects of Job Insecurity on Psychological Well-Being and Work Engagement: Testing a Moderated Mediation Model," *Behav. Sci. (Basel)*, vol. 15, no. 7, p. 979, Jul. 2025. <https://doi.org/10.3390/bs15070979>.
- [60] B.-J. KIM and J. LEE, "'Demanding perfection, losing innovation': The sequential mediating roles of psychological contract breach and knowledge-hiding behavior and the buffering effect of artificial intelligence technology acceptance," *J. Innov. Knowl.*, vol. 10, no. 5, p. 100803, Sep. 2025. <https://doi.org/10.1016/j.jik.2025.100803>.