

# Impact of AI Awareness on Counterproductive Work Behaviors of IT Industry Workers in Colombo District: The Mediating Effect of Job Insecurity

M.D.R.S. Gunasinghe<sup>1</sup> and E. Rebecca<sup>2</sup>

<sup>1</sup>Department of Human Resource Management, Faculty of Commerce and Management Studies  
University of Kelaniya, Sri Lanka

<sup>2</sup>Senior Lecturer, Department of Human Resource Management, Faculty of Commerce and  
Management Studies, University of Kelaniya, Sri Lanka

<sup>2</sup>rebecca@kln.ac.lk

**Abstract:** The integration of Artificial Intelligence within the work processes of an organization has been rapidly adopted by many businesses and has brought a substantial work transformation to the work of the Information Technology sector. Although AI systems enhance efficiency and improve organizational competitiveness, they also increase employee concerns regarding job security, which may in turn trigger negative work behaviors. This paper proposes to investigate the effect of Artificial Intelligence awareness on counterproductive work behaviors amidst the Colombo district of Sri Lanka's managerial-level IT employees, considering job insecurity as a mediator. Utilizing a quantitative method of study, data was obtained from 274 members of the managerial level of the IT sector by employing a self-administered formal scale of work. Standard instrumentation was applied to estimate data through a reliability test, correlation, regression, and investigations of mediation and modulation through an SPSS process. Results suggest that a positive significant link was revealed between AI awareness and counterproductive work behaviors. AI awareness also positively interacted with job insecurity. Mediated analysis abstracted that job insecurity completely mediates Artificial Intelligence and counterproductive work behaviors. Overall, the study underscores the psychological processes linking AI awareness to negative workplace behaviors.

**Keywords:** *Artificial Intelligence Awareness, Counterproductive Work Behaviors, IT Industry, Job Insecurity, Sri Lanka*

## Introduction

As one of the most promising technologies, Artificial Intelligence (AI) has quickly taken one of the most prominent roles in the modern organizational environment, disrupting both the essence of work and the expectations of employees as to their job security and career advancement. In a world-wide economy, AI-driven systems allowed organizations to mechanize their work, maximize their decision-making, make it more accurate, and streamline their operations on a scale that never existed before. The Sri Lankan IT sector has experienced rapid growth in AI-based processes and automation technologies with local companies trying to cling to the competitive market that is becoming more digitalized. Such a quick technological change, however, has brought both psychological and behavioral issues of employees whose professional activity directly depends on new changes in automation.

The last several years have witnessed a tech-paced digital transformation of Sri Lanka's IT industry, especially the employment of tools powered by artificial intelligence in areas, such as Software Engineering, Customer Support, Data Analytics, and Project Management. Industry reports indicate increased adoption of automation technologies among many IT companies in Colombo to sustain operational efficiency and competitiveness in the global arena. The transition has heightened managerial concerns about role redundancy, skills erosion, and career ambiguity with the rising responsibility to strategically guide organizations and manage the pace of technology deployment.

The awareness of AI-the knowledge and perception of the employees concerning the capabilities, role, and future opportunities of AI-has become a key factor shaping workplace attitudes and behavior. It has been demonstrated that employees do not merely perceive AI as a technological innovation; instead, they explain it through their experiences and their understanding of their job and how the organization changes (Brougham & Haar, 2018). With the high number of routine or repetitive tasks in the Sri Lankan IT setting, the employees are likely to perceive AI not as a tool to enhance the work, but as a potential replacement of human labor. This perception develops greater sensitization and emotional reactions, especially people whose everyday activity can be automated (OECD, 2023).

Among the most significant psychological implications of AI awareness, there should be the effect of job insecurity, which refers to a feeling of being at risk of losing the job or undergoing adverse changes in the working position. The actual layoffs or restructuring are not always the sole determinants of job insecurity as it is often created by the employees themselves and the uncertainty of their future work expectations. Research shows that automation and AI-related transformations may worsen the experience of insecurity among workers particularly in sectors that are experiencing rapid digital transformation (Kong et al., 2021; Liang et al., 2022). The perceived

risk of losing the job to AI is magnified in the Sri Lankan IT sector, in which economic changes and competition in the global market already pose a significant instability environment (Daily Mirror, 2025). Employees may become concerned that their current skills will be rendered obsolete or they might witness significant changes in their role as organizations switch to smarter systems.

Job insecurity has always been correlated with various negative behavioral outcomes such as counterproductive work behaviors (CWBs)-voluntary behaviors that are against organizational norms and work towards affecting the organization or its members negatively (Robinson & Bennett, 1995). Examples of CWBs include deliberate slowdowns, reluctance to embrace technology, unnecessary breaks or even sabotaging or inter-personal conflict (Bowling and Gruys, 2010). The cognitive theory of stress states that when employees encounter those stress characteristics of threat such as job insecurity, they can deal with it by withdrawing or engaging in deviant behavior (Lazarus, 1984). The association is empirically validated, and continues to be a powerful predictor of CWBs, particularly in those looking at technological disturbances (Shoss, 2017; Yusof et al., 2019). Although job insecurity is the reason why employees behave negatively in the workplace via awareness of AI, not all employees react to change that is brought about by AI. Sri Lankan IT industry provides a very interesting environment within which one can explore these relations. As workers are becoming more exposed to automation through AI, with their labor force being heavily contained in task-focused and deadline-driven jobs, AI awareness has a psychological impact that is both opportune and immense. However, even though researchers globally have examined the issue of job insecurity caused by AI and its associated behavioral consequences, there is scarce empirical data available in the context of developing economies, especially with regard to the effect of AI perceptions on the IT employees at the managerial level. This paucity of the research leaves a gap that is critical and this is the gap that this study intends to fill.

Managerial-level employees were selected for this study because they play a dual role in AI-driven organizational transformation. On one hand, they are responsible for implementing AI-related strategic decisions, while on the other hand, they may personally experience uncertainty regarding changing competency requirements and future job security. Their perceptions and behavioral responses are therefore important in understanding organizational outcomes associated with AI adoption.

Through the investigation of the interaction between AI awareness, job insecurity and counterproductive work behavior, this study adds important knowledge on how Sri Lankan IT professionals handle technological change. These human-centered dynamics are critical to be comprehended as organizations continue to embrace AI in order to increase their productivity and competitiveness. The results highlight the importance of open communication and targeted reskilling programs to make sure that the developments in the field of technologies do not affect the welfare of employees or performance of organizations.

## **Hypothesis Development**

AI has progressively gained a new status and become a component of the working procedures in an organization, transforming the conventional employment patterns and changing the way laborers view their future jobs. With the introduction of AI-based systems to organizations to improve decision-making, task automation, and efficiency, employees are staring at the changing expectations in terms of skills, job security, and workplace demeanor. In this regard, it is necessary to comprehend the impact of AI awareness on employee psychology and behavior. Based on the existing theories and empirical findings, this section will derive hypotheses of the study by looking at how AI awareness, job insecurity, and counterproductive work behaviors (CWBs), connect to one another.

### **Artificial Intelligence Awareness and Counterproductive Work Behaviors.**

The concept of AI awareness describes the attitudes of employees regarding the impact AI technologies could have on workers or even displace human labor in the workplace (Brougham and Haar, 2018). Employees shall feel their professional identity, employment relevance and their career security are threatened by such technological developments when they realize that AI has the potential to execute certain tasks that have primarily been performed by humans. In sectors with high rates of technological adoption, like the IT sector, workers often have a lot of anxiety about the probability of their skills becoming obsolete (Teng et al., 2024).

The Cognitive Appraisal Theory of Stress is the theory where people assess events in their surroundings or changes and make a personal threat (Lazarus & Folkman, 1984). AI awareness can hence be evaluated as a stress factor where the employees think that automation will take away their job activities or their work will have no value. Technological uncertainty has been shown to increase stress and thus facilitate maladaptive behaviors such as withdrawal, resistance and interpersonal conflict (Spector and Fox, 2005).

The counterproductive work behaviors (CWBs) in the contexts of the stressors that threaten the stability or the fairness of the employees as a whole are common when the employees face the situation that is threatening to them in terms of their sense of stability or unjustness (Robinson and Bennett, 1995). In case employees perceive AI implementation as organizational rejection of their job descriptions or job safety, they might react by using CWBs, including decreasing effort, withholding information, slackening productivity, or rejecting new systems (Bowling & Gruys, 2010). Empirical research confirms that technological change augments such practices especially in the tech-oriented industries that are undergoing swift change (Shoss, 2017).

H1: AI awareness significantly affects counterproductive work behaviors.

### **AI Awareness and job Insecurity**

Job insecurity can be described as the risk of losing jobs or unwanted alterations in the terms of working conditions (Sverke and Hellgren, 2002). This has been continuously associated with technological change (primarily AI-based automation) increasing job insecurity in various sectors (Kong et al., 2021). When employees realize the potential of AI, they might expect their work to be computerized or that the knowledge they already have will become obsolete, and their employment security will look insecure.

A good lens in the understanding of this relationship is the Conservation of Resources (COR) Theory. According to COR, people attempt to conserve the resources they appreciate, including job stability, competencies, freedom, and economic wellbeing (Hobfoll, 1989). As the workers are informed about the possibilities of AI tools that can perform or be superior to their abilities, they feel the potential loss of resources, and this feeling leads to feelings of vulnerability. These resources cause job insecurity due to the fear of loss.

Empirical findings indicate that AI-related awareness is a strong predictor of job insecurity. As an illustration, Liang et al. (2022) have found out that workers who thought that AI was capable of substituting human labor were more anxious about their future work positions. On the same note, a study in the service-based sectors revealed that perceived AI replacement was a strong predictor of insecurity and stress among employees (Kwak et al., 2021). In less developed nations, where the labor market is less stable and technological change can be sudden, the impact is even greater.

H2: The awareness of AI significantly influences job insecurity.

### **Job Insecurity and Counterproductive Work Behavior**

Job insecurity is an established predisposing factor of negative work behaviors. When employees are threatened with the possibility of losing their jobs, they tend to resort to withdrawal, resistance, or deviant behaviors (Shoss, 2017). Psychologically, job insecurity causes emotional exhaustion and frustration and diminished commitment, and this could make the employees resort to counterproductive ways of coping.

The COR theory suggests that, if individuals feel that there is a loss of resources including job stability, they might resort to defensive or retaliating actions to safeguard their available resources (Hobfoll, 2011). CWBs can be associated with the desire to take some power back or demonstrate discontent with the organization that is seen as the cause of the unrest (Sulea et al., 2015).

Further, the Stressor-Emotion Model of Counterproductive Behavior reveals that job insecurity is a stressor that leads to such negative emotions as anger, fear, and anxiety, which may be expressed in terms of CWBs (Spector and Fox, 2005). The meta-analytic evidence on the topic is consistent that job insecurity predicts counterproductive behavior in any organizational context (Yusof et al., 2019).

H3: Job insecurity has significant influence to counterproductive work behaviors.

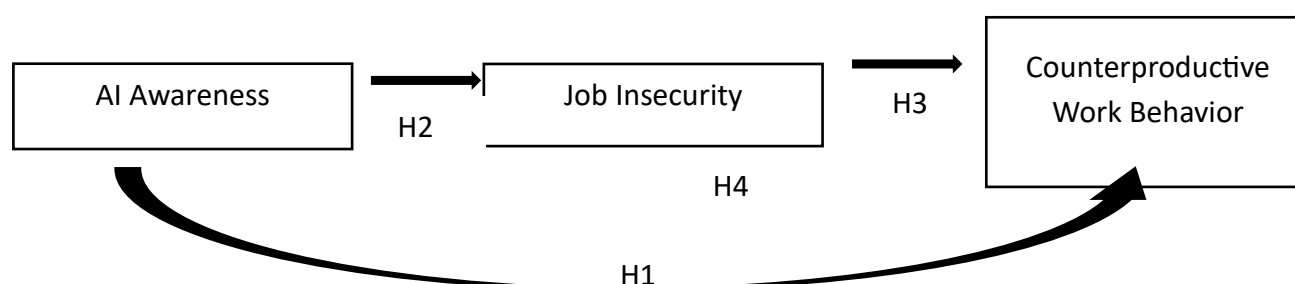
### **Job Insecurity as a Mediator**

Since AI awareness is theoretically related to job insecurity and CWBs, it can be suggested that job insecurity is a psychological process that would connect AI awareness to CWBs. The first effect that employees who feel threatened by AI can experience is the feeling of insecurity, which in turn will be reflected through behavioral responses.

This mediating role is supported in previous studies. Teng et al. (2024) noted that AI awareness boosted withdrawal behaviors at the workplace mainly by increasing job insecurity. Likewise, the studies in the manufacturing and services industries revealed that technological progress induced CWBs by exerting its influence on the perceived job insecurity (Kong et al., 2021).

H4: Job insecurity mediates between AI awareness and counterproductive work behaviors.

### Conceptual Framework



### Methodology

#### Research Design

This study adopted a quantitative and cross-sectional research design to examine the relationships between AI awareness, job insecurity, and counterproductive work behaviors among managerial-level employees in the IT industry. A quantitative approach was considered appropriate because the study aimed to test hypotheses and measure relationships among variables using statistical techniques.

#### Population and Sampling

The target population of the study consisted of managerial-level employees working in IT companies located in Colombo District, Sri Lanka. The study focused on junior managers, middle managers, and senior managers employed in recognized IT organizations.

A convenience sampling technique was used due to accessibility and time limitations. Data were collected from 280 respondents through self-administered questionnaires distributed both physically and electronically. After data screening, 274 valid responses were retained for analysis.

#### Data Collection Procedure

Primary data were collected using a structured questionnaire consisting of four sections: demographic information, AI awareness, job insecurity, and counterproductive work behaviors. Participants were informed about the academic purpose of the study, and confidentiality and anonymity were assured before data collection.

#### Data Analysis Techniques

Data analysis was conducted using SPSS software. Descriptive statistics were used to summarize demographic characteristics and variable distributions. Pearson correlation analysis was used to examine relationships among variables. Regression analysis and Hayes PROCESS Macro Model 4 were employed to test the mediation effect of job insecurity.

#### Measurement scales

The dependent variable: CWB was assessed using the measurement scale developed by Bennett and Robinson (2000) with 6 items. All the items are anchored on a seven-point Likert scale where 1 = Not at all and 7 = A great deal. No reverse-coded items are included in the scale. Sample items include Spoke poorly about the organization to others' 'Work slower than necessary' 'Took an unnecessary break' 'Criticized organizational policies' 'Did not work to the best of my ability' 'Spent time on tasks unrelated to work'. The Cronbach's alpha value was 0.925.

The independent variable: AI Awareness was assessed using the measurement scale developed by Bai et al. (2024) with 4 items. All the items are anchored on a five-point Likert scale where 1 = Strongly Disagree and 5 = Strongly Agree. No reverse-coded items are included in the scale. Sample items include: "I think my job could be replaced

by AI." "I am personally worried that what I do now in my job will be able to be replaced by AI." "I am personally worried about my future in my organization due to AI replacing employees." "I am personally worried about my future in my industry due to AI replacing employees." The Cronbach's alpha value was 0.831.

Job insecurity was assessed through a five-item measure originally designed by De Witte (2000), which probes how workers perceive the risk of losing their position and the accompanying anxieties. The instrument combines a cognitive element awareness of the likelihood of dismissal with an emotional component affective appraisal of whether one's employment will persist. Participants rated their agreement with each statement on a five-point Likert scale, from 1 (Strongly Disagree) to 5 (Strongly Agree). Typical items are: "I feel insecure about the future of my job," "There is a real chance that I will lose my job in the near future," and "I am worried about the continuation of my job." The statement "I am sure I can keep my job" is scored in the opposite direction. Aggregate higher results reflect stronger job insecurity perceptions. The Cronbach's alpha value was 0.845.

## Results

|                                                          | Items                                                                                                                                                                                                                                                                                                                                                                                                    |
|----------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| AI awareness<br>(Independent Variable)                   | <ol style="list-style-type: none"> <li>1. I think my job could be replaced by AI.</li> <li>2. I am personally worried that what I do now in my job will be able to be replaced by AI.</li> <li>3. I am personally worried about my future in my organization due to AI replacing employees.</li> <li>4. I am personally worried about my future in my industry due to AI replacing employees.</li> </ol> |
| Counterproductive Work Behaviors<br>(Dependent variable) | <ol style="list-style-type: none"> <li>1. Spoke poorly about the organization to others'</li> <li>2. Worked slower than necessary</li> <li>3. Took an unnecessary break</li> <li>4. Criticized organizational policies</li> <li>5. Did not work to the best of my ability</li> <li>6. Spent time on tasks unrelated to work</li> </ol>                                                                   |
| Job Insecurity<br>(Mediator)                             | <ol style="list-style-type: none"> <li>1. I feel insecure about the future of my job.</li> <li>2. I am sure I can keep my job (<b>reverse-scored</b>)</li> <li>3. There is a real chance that I will lose my job in the near future.</li> <li>4. I think I might lose my job in the near future.</li> <li>5. I am worried about the continuation of my job.</li> </ol>                                   |

The information employed in this research was taken due to 280 questionnaires that were administered to the employees at the managerial level in the IT industry of Colombo District. A total of 280 were sent back, and on screening accuracy and completeness, 274 responses were found valid to analysis giving a very high effective response of 100 percent. This response rate is great and gives good foundation in making stable and credible statistical conclusions.

The Kaiser-Meyer-Olkin (KMO) measure and Bartlett Test of Sphericity were used to test the validity. The KMO scores were between 0.811 and 0.928 among the four major constructs, which is meritorious to superb adequacy in the analysis of factors. AI Awareness showed KMO value of 0.811 with Job Insecurity 0.862. The CWB scale had the highest KMO value of 0.928 which indicates statistical stability. The chi-square tests of each variable as calculated by Bartlett gave highly significant chi-square values ( $\chi^2 = 428.218$  AI Awareness,  $\chi^2 = 1118.314$  CWB,  $\chi^2 = 504.209$  Job Insecurity), with all the p-values below 0.001. These findings reveal that the data proved to have adequate correlations between items to warrant the use of factor analysis.

The descriptive statistics have been obtained to identify the general trends of the metrics that have been measured. In the case of Counterproductive Work Behaviors, the average score was 3.79 and has standard deviation of 0.674, which implies that there is moderate counterproductive activity of respondents. AI Awareness and Job Insecurity were moderately high as well, meaning that though the employees were usually aware of AI progress, they did not always see it as a threat to them at that moment.

The demographic features of the respondents also enhanced the analysis. There was a slight majority with female respondents (55.8% of the sample) and male respondents (44.2% of the sample). The age groups showed a high number of young workforces with 72.6 percent falling under the age group of 20-29 years. There were 17.2% of employees in the age group of 30-39 and a small percentage of 40-49 (6.6) and 50+ (3.6). As to work experience within the IT sector, a majority of the respondents (78.5%) had less experience within the industry, and this shows that the sample was composed of mainly young professionals. Regarding the levels of managers, middle managers represented 39.1, junior managers 38.7, senior managers 17.2 and the other 5.1 denoted other management positions. The current organization was fairly balanced as 39.8% worked for between five to ten years and closely followed by 37.2% with less than five years.

Prior to hypothesis testing, assumptions of normality and linearity were assessed using histograms, normal probability plots, and scatterplots. The distributions were approximately normal, and linear relationships among the variables were observed, satisfying the assumptions required for parametric analysis. The hypothesis that all variables were approximately normally distributed was verified using histograms and probability plots, whereas the hypothesis that the relationships between different key variables of interest were linear, was valid, i.e., AI Awareness and Job Insecurity, AI Awareness and CWB. These observations met parametric test assumptions.

The Pearson correlation coefficient correlation analysis gave preliminary information regarding the correlation between variables. The correlation between AI Awareness and CWB was weak yet significant positive ( $r = 0.155$ ,  $p = .010$ ), with the higher the awareness of AI developments, the higher the tendency toward counterproductive behavior. The correlation between AI Awareness and Job Insecurity ( $r = 0.418$ ,  $p < .001$ ) showed to be much stronger, and thus, the higher the AI Awareness of employees was, the higher the probability that they would develop job-related anxiety. There was also a strong positive correlation between Job Insecurity and CWB ( $r = 0.438$ ,  $p < .001$ ), which represents that employees who experienced job insecurity were more likely to be involved in destructive work behavior.

The mediation analysis using Hayes PROCESS Macro Model 4 indicated that AI awareness significantly predicted job insecurity ( $B = 0.3960$ ,  $p < .001$ ). Job insecurity also significantly predicted counterproductive work behaviors ( $B = 0.7726$ ,  $p < .001$ ). The total effect of AI awareness on counterproductive work behaviors was significant ( $B = 0.2499$ ,  $p = .0104$ ). However, after including job insecurity as a mediator, the direct effect became insignificant ( $B = -0.0561$ ,  $p = .5640$ ), while the indirect effect remained significant (Effect = 0.3059, 95% CI [0.2001, 0.4250]). These findings indicate full mediation.

## Discussion and Conclusion

In discussion, conclusion, and recommendations that follow the findings of the research, which examined the effects of AI Awareness on Counterproductive Work Behaviors (CWB) in employees of managerial level in Colombo District IT companies. It also tested the mediating variable of Job Insecurity. This chapter combines the statistical results of the previous chapters with theoretical understanding to offer implications that are practical, limitations and future research directions.

The findings support the Cognitive Appraisal Theory of Stress, which suggests that employees interpret technological changes as potential threats when they perceive risks to their personal and professional stability. In this study, employees who were more aware of AI technologies experienced greater job insecurity, which subsequently increased counterproductive work behaviors. This indicates that AI awareness alone does not directly trigger negative workplace behavior; rather, it is the psychological perception of employment uncertainty that drives such responses.

The findings are also consistent with previous studies conducted in technologically intensive industries. For example, Teng et al. (2024) found that AI-related concerns increased withdrawal intentions through heightened job insecurity. Similarly, Kong et al. (2021) observed that automation-related uncertainty negatively affected

employee attitudes and performance. Therefore, the current study contributes to the literature by validating these relationships within the Sri Lankan IT industry context.

This section discusses the interrelationships between the key variables. The analysis of correlation showed that AI Awareness is also weakly but statistically significantly correlated with CWB ( $r = .155$ ,  $p = .010$ ), which can be interpreted that more AI technologies-aware employees had a little bit more propensity to engage in counterproductive behavior. This relationship is not strong but a demonstration that the awareness of AI can lead to slight changes in behavior among employees who are confronted with technological change. More to the point, the correlation between AI Awareness and Job Insecurity ( $r = .418$ ,  $p < .001$ ) was significantly more valuable and stronger in the sense that the more an employee was knowledgeable or exposed to information about AI, the more fear and anxiety one felt about the security of their job. Among them, the complete mediation effect of Job Insecurity in the correlation between AI Awareness and CWB has to be deemed among the most important discoveries of this chapter. Although AI Awareness showed evidence of a high direct impact on CWB ( $B = 0.2499$ ,  $p = .0104$ ), this direct relationship was no longer significant ( $B = -0.0561$ ,  $p = .5640$ ) again after Job Insecurity was added to the model. Indirect effect was still significant (Effect = 0.3059; CI = [0.2001, 0.4250]) which is confirmation that mediation was fully significant. This implies that the employees do not perform counterproductive behaviors just because they are aware of AI, but it is the fear of losing the job that is caused by the knowledge of AI, which is leading them to undertake counterproductive behavior. This observation supports the centrality of Job Insecurity as the main psychological

The chapter then presents a number of implications to organizations. To start with, it emphasizes the value of open and active communication when it comes to the implementation of AI. Since AI Awareness is the leading contributor to Job Insecurity, it is recommended in the study that the organization makes clear explanations regarding the purpose, scope, and the effects of AI on the role of the employees. This would be useful in the reduction of the ambiguity which breeds insecurity. Second, the close relationship between Job Insecurity and CWB implies that an organization should pay close attention to the anxiety level of its employees and intervene at the initial stage by means of counseling, training, and free conversations.

There are also a number of limitations that are recognized in Chapter Five. The sample in the study was only restricted to managerial employees of well-known IT companies in Colombo District limiting the generalization of the results to other sectors, regions, or other employee levels. Since the research was based on self-reported data, the responses could have been influenced by social desirability or misconception of questions. Moreover, it considered a single mediator (Job Insecurity) though it is quite probable that there are many other variables; including leadership style, perceived employability, organizational culture, emotional exhaustion, or stress that can determine these relationships. The cross-sectional design was also constraining change over time.

Lastly, this study proposes the focus of further research. Researchers may use more mediators and moderators, use longitudinal research designs to observe the changes in behavior over time, or apply the study to other industries where AI adoption is most active. Qualitative methods, including interviews and focus groups, can equally help to get a deeper understanding of the emotional and cognitive responses of employees to AI. Additionally, the research may consider future research to examine the usefulness of HR interventions, including AI literacy programs reskilling sessions, and communication strategies to lessen the feeling of insecurity.

## References

- Bai, L., Li, H., & Zhang, Y. (2024). Artificial Intelligence Awareness and Employee Behavior in Digital Workplaces. *Journal of Organizational Change Management*, 37(2), 245–262.
- Bennett, R. J., & Robinson, S. L. (2000). Development of a measure of workplace deviance. *Journal of Applied Psychology*, 85(3), 349–360. <https://doi.org/10.1037/0021-9010.85.3.349>
- Bowling, N. A., & Gruys, M. L. (2010). Overlooked issues in the conceptualization and measurement of counterproductive work behavior. *Human Resource Management Review*, 20(1), 54–61. <https://doi.org/10.1016/j.hrmr.2009.03.008>
- Brougham, D., & Haar, J. (2018). Smart technology, artificial intelligence, robotics, and algorithms (STARA): Employees' perceptions of our future workplace. *Journal of Management & Organization*, 24(2), 239–257. <https://doi.org/10.1017/jmo.2016.55>
- Daily Mirror. (2025, March 4). *AI in Sri Lanka's IT industry: Disruption or opportunity?* <https://www.dailymirror.lk/>

- De Witte, H. (2000). Work ethic and job insecurity: Measurement and consequences for well-being, satisfaction and performance. In R. Bouwen, K. De Witte, H. De Witte, & T. Taillieu (Eds.), *From group to organization* (pp. 325–350). Leuven University Press.
- Hobfoll, S. E. (1989). Conservation of resources: A new attempt at conceptualizing stress. *American Psychologist*, 44(3), 513–524. <https://doi.org/10.1037/0003-066X.44.3.513>
- Hobfoll, S. E. (2011). Conservation of resource caravans and engaged settings. *Journal of Occupational and Organizational Psychology*, 84(1), 116–122. <https://doi.org/10.1111/j.2044-8325.2010.02016.x>
- Kong, H., Jiang, X., Chan, W., & Zhou, X. (2021). The relationship between job insecurity and employee performance in the age of automation. *Human Resource Development Quarterly*, 32(4), 511–534. <https://doi.org/10.1002/hrdq.21400>
- Kwak, D., Park, S., & Lim, D. H. (2021). The impact of automation anxiety on job stress and turnover intention: The mediating effect of job insecurity. *The Service Industries Journal*, 41(11–12), 726–744. <https://doi.org/10.1080/02642069.2019.1646189>
- Lazarus, R. S. (1984). On the primacy of cognition. *American Psychologist*, 39(2), 124–129. <https://doi.org/10.1037/0003-066X.39.2.124>
- Lazarus, R. S., & Folkman, S. (1984). *Stress, appraisal, and coping*. Springer.
- Liang, J., Sun, H., & Zhang, J. (2022). Artificial intelligence and job insecurity: The moderating role of task complexity. *Computers in Human Behavior*, 134, 107309. <https://doi.org/10.1016/j.chb.2022.107309>
- Organisation for Economic Co-operation and Development. (2023). *AI and the future of work: Risks and policy implications*. OECD Publishing. <https://doi.org/10.1787/ai-future-work-2023>
- Robinson, S. L., & Bennett, R. J. (1995). A typology of deviant workplace behaviors: A multidimensional scaling study. *Academy of Management Journal*, 38(2), 555–572. <https://doi.org/10.2307/256693>
- Shoss, M. K. (2017). Job insecurity: An integrative review and agenda for future research. *Journal of Management*, 43(6), 1911–1939. <https://doi.org/10.1177/0149206317691574>
- Spector, P. E., & Fox, S. (2005). The stressor-emotion model of counterproductive work behavior. In S. Fox & P. E. Spector (Eds.), *Counterproductive work behavior: Investigations of actors and targets* (pp. 151–174). American Psychological Association. <https://doi.org/10.1037/10893-007>
- Sulea, C., Virga, D., Maricutoiu, L. P., Schaufeli, W. B., Zaborila Dumitru, C., & Sava, F. A. (2015). Work engagement as mediator between job characteristics and positive and negative extra-role behaviors. *Career Development International*, 20(5), 543–558. <https://doi.org/10.1108/CDI-09-2014-0127>
- Sverke, M., & Hellgren, J. (2002). The nature of job insecurity: Understanding employment uncertainty on the brink of a new millennium. *Applied Psychology*, 51(1), 23–42. <https://doi.org/10.1111/1464-0597.0077>
- Teng, Y. M., Wu, K. S., & Wang, S. T. (2024). How artificial intelligence awareness influences employee turnover intention: The role of job insecurity. *Computers in Human Behavior*, 146, 107807. <https://doi.org/10.1016/j.chb.2023.107807>
- Yusof, N., Jamaludin, N., & Mohamed, R. (2019). Job insecurity and counterproductive work behavior: A systematic review. *International Journal of Academic Research in Business and Social Sciences*, 9(6), 720–735. <https://doi.org/10.6007/IJARBS/v9-i6/6065>