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The influence of beliefs and anxiety in using *artificial intelligence* towards readiness to change with *high performance work systems* as a moderating variable

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ABSTRACT

This research aims to examine the influence of: (1) Beliefs in Using AI on Change Readiness to Adopt AI among PT SP Manufacturing employees . (2) Anxiety in Using AI on Change Readiness to Adopt AI among PT SP Manufacturing employees . (3) HPWS moderates the relationship between Anxiety in Using AI and Change Readiness to adopt AI in PT SP Manufacturing employees . This research uses a causative design. The population of this study was 133 employees of PT SP Manufacturing who use AI-based products and a sample of 100 people was taken using clustered simple random sampling. Data collection used a questionnaire with a Likert Scale. The results of data management show that: (1) Beliefs in Using AI has a positive effect on Readiness to Change to Adopt AI. (2) Anxiety in Using AI has a negative effect on Change Readiness to Adopt AI. (3) HPWS significantly moderates the relationship between Anxiety in Using AI and Readiness to Change to Adopt AI. HPWS weakens this relationship.

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INTRODUCTION

Artificial Intelligence (AI) technology has become the main focus in many areas, one of which is business. It is estimated that by 2030, there will be 70 percent of business operations adopt some form of AI in their activities (Dwivedi *et al* ., 2021) . T he application of AI in organizations gives rise to changes in the way business is conducted (Budhwar *et al* ., 2022) . An organization will survive and even win the competition if the organization is able to adapt to these changes. Sulastri (2018) states that organizations that are able to survive are organizations that always change or adapt to circumstances and master high technology. The success of an organization in implementing change will increase employee performance and organizational performance . However, organizational failure to implement it will have negative impacts such as rejection of AI and decreased employee performance. Bank *et.al* in Alolabi *et al* . (2021) stated that an organization's failure to embrace change leads to a loss of the organization's competitive advantage as well as a failure to ensure change meets the needs and demands of customers and stakeholders. Readiness to change is very important in successful change to adopt AI. An organization's inability to create change readiness is the cause of failure in change projects (Joner, *et al*, 2005 in Frick , 2021).

Armenakis *et al* (1993) stated that employees who are ready to change will believe that the organization will experience progress if the organization makes changes . They also have a positive attitude towards organizational change and have the desire to be involved in implementing the organizational change . Readiness to change is an employee's tendency to accept change (Rafferty, 2019) . Organizations will experience failure in running a business if they are unable to increase employee change readiness to adopt AI. Therefore, assessing readiness to change to adopt AI needs to be carried out so that resistance does not occur which results in threatened implications of change (Wang *et al* ., 2020) .

Bandura's SCT theory states that there is a reciprocal relationship between personal factors, environmental factors, and behavior. According to Bandura's SCT Theory, a person's way of behaving , namely Readiness to Change to Adopt AI, is influenced by personal factors, namely what they believe in the form of Confidence in Using AI and what is felt in the form of Anxiety in Using AI. This is supported by several previous studies which found that confidence in using AI influences readiness to change to adopt AI. Suseno *et al* . (2021) conducted research on HR managers found that Confidence in AI positively and significantly predicted Change Readiness to Adopt AI . Rafferty (2019) also found that Confidence has a significant effect on Readiness to Change . In addition to Beliefs in Using AI, Change Readiness to Adopt AI is also influenced by Anxiety in AI Use. Anxiety in Using AI influences Readiness to Change to Adopt AI. This is supported by research results from Suseno *et al.* (202 1) namely that Anxiety about AI negatively predicts Change Readiness to Adopt AI and other research found that Anxiety influences Change Readiness (Suseno et *., al.* 202 0; Adiko S Ewanto *et al* ., 2 022; Donmez -turan, 202 0).

There are differences in results in several studies regarding the Effect of Anxiety on Readiness to Change. Research by Ittner *et al.* (2019) and MA Ayanwale *et al* . (2022) found that Anxiety has a significant effect on Readiness to Change, while research by Suseno *et al* . (2020) and Suseno *et al* . (202 1) found that Anxiety had no effect on Readiness to Change. The differences in research results in table 1 occur due to environmental factors. In Bandura's SCT Theory, behavior is not only influenced by personal factors but also environmental factors. Bandura (1986) in Abdullah (2019) states that environmental actors are able to develop and modify a person's hopes, beliefs, emotions and cognitive competence . When the influence of the environment is strong, the influence of personal factors does not dominate too much in deciding something . *High performance work systems* (HPWS) are environmental factors that cause *research gaps* . HPWS can reduce the impact of personal factors, namely Anxiety on Readiness to Change. Suseno *et al* . (2021) found that HPWS can reduce the negative impact between individual AI Anxiety and Change Readiness to Adopt AI . Similar results were also found by Suseno *et al* ., (2020) who found that HPWS can reduce the negative impact of technology anxiety on employees' change readiness to adopt AI . HPWS can increase the success of change implementation by involving individuals in fighting for change (Kalyal & Grabarski, 2020) .

PT SP Manufacturing will become the largest cement producing company in Southeast Asia as of 2023. PT SP Manufacturing has a vision to become a reliable, superior and environmentally friendly cement company in western Indonesia and Southeast Asia. One of PT SP Manufacturing's missions is to improve engineering and technical capabilities to develop the national cement industry. This is what makes PT SP Manufacturing always strive to increase the use of advanced technology in its business activities, one of which is AI technology.

Based on the results of interviews with HR department managers, it is known that PT SP Manufacturing will increase the use of high-level AI. The AI technology used not only displays automatic analysis results but also makes decisions and actions independently. The use of AI technology has just been implemented in Indarung VI and will be implemented in Indarung IV and Indarung V. The application of this technology will cause changes in business activities at PT SP Manufacturing so it is important for every employee to have a Change Readiness to Adopt AI so that there is no rejection or failure in implementing changes that has a negative impact on the company.

Based on the results of interviews with PT SP Manufacturing employees, it is known that AI is being implemented at PT SP Manufacturing can improve production efficiency and save costs. PT SP

Manufacturing employees generally do not resist change so they can be said to have Change Readiness . However, employees' Change Readiness to adopt AI may decrease if the change to adopt AI is perceived as disrupting their work. According to Robins and Judge (2008) in Tumpia *et al* . (2021) resistance to change occurs because of feelings of threat , inappropriate pay , and fear of uncertainty. So it is important to conduct research regarding Change Readiness to Adopt AI among PT SP Manufacturing employees . This research focuses on Change Readiness to Adopt AI among PT SP Manufacturing employees who use AI at the Indarung Padang office .

LITERATURE REVIEW

Readiness to Change to Adopt AI

Readiness to change describes the extent to which a person agrees, accepts, and adopts a particular plan for change (Anggia , 2022). Change Readiness to adopt AI is defined as the extent to which individuals are willing to accept and adopt changes to adopt AI. Someone who is prepared will have a positive attitude towards change and participate in implementing the change (AA Armenakis *et al* ., 1993 ; Holt & Vardaman, 2013) .

The indicators used to measure Readiness to Change to Adopt AI are (1) *Discrepancy* : a reflection of the need to change. (2) *Appropriateness:* belief that change is the right solution to problems or issues that occur in the organization. (3) *Efficacy:* confidence in having the ability to implement change initiatives. (4) *Principal support* : the belief that organizational leaders will provide support for change. (5) *Valence* : belief that change will provide personal benefits for them.

High Performance Work System (HPWS)

HPWS is defined as a work process that aims to achieve better individual and company performance (Haris, 2005) . According to Lloyd & Aho (2021) HPWS is a process that aligns HR functions with the organization's strategic goals with the main focus being the creation of HR value in compensation and incentives, recruitment and selection, dissemination of information, performance assessment, and training focused on skills development ..

The indicators used to measure HPWS are (1) *Selective Staffing :* recruitment and selection mechanism carried out by the company (2) *Extensive Training :* training program carried out by the company. (3) *Internal Mobility :* career path and internal promotion within the company. (4) *Employment Security :* security at work and employment . (5) *Clear Job Description :* a description of the work carried out by the company. (6) *Results-Oriented Appraisal :* an assessment system carried out by the company . (7) *Incentive Rewards :* suitability between salary and performance, and suitability between bonuses and company profits. (8) *Participation :* opportunity for employees to participate in decision making.

Beliefs in Using AI

According to Fauzan (2021:14) beliefs are descriptive thoughts held by someone about something based on knowledge and belief. So Confidence in Using AI can be interpreted as a person's descriptive thoughts regarding the use of AI based on their knowledge and beliefs. Change acceptance beliefs influence the extent to which change readiness and adoption are acceptable (Holt et al., 2007) . Beliefs influence how and why someone wants to change (Levin, 2015) in (Mertala, 2019) .

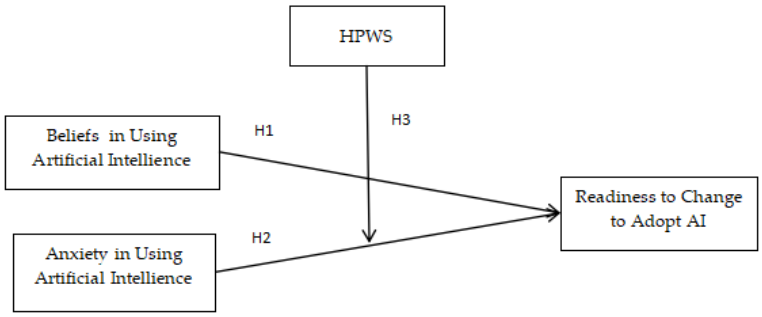
The indicators used to measure Beliefs in Using AI are (1) Pessimism : trust technology will dominate and control humans. (2) Optimism : belief that technology is very helpful and useful (3) Intimidation : belief in technology is scary.

Anxiety in Using AI

Carlson (1992) in (Junaidin, 2023) states that anxiety is a feeling of fear and anticipation of bad luck that will occur in the future . So Anxiety in Using AI is a psychological condition in the form of fear, worry, and anticipation of bad luck arising from the use of AI in the future. Technology acceptance is influenced by anxiety (Celik & Yesilyurt, 2013) .

The indicators used to measure anxiety in using AI are (1) *Computer fear :* fear every time you encounter a computer. (2) *Computer anticipation :* anticipatory action to face challenges or obstacles that arise because of the existence of computers.

Conceptual Framework



Hypothesis

Based on the background , problem formulation , and research objectives that have been written previously, the hypothesis in this research is as follows:

H1: There is a positive influence between Beliefs in Using AI on Change Readiness to Adopt AI

H 2 : There is a negative influence between anxiety in using AI on Change Readiness to Adopt AI

H 3 : There is a moderating influence of HPWS on the relationship between Anxiety in using AI on Change Readiness to Adopt AI

METHOD

This research uses a causative research design. The population of this research is employees of PT SP Manufacturing, users of AI-based products with a population of 133 people. The number of samples in this study was 100 people taken using clustered simple random sampling. Data collection was carried out using a questionnaire with a Likert Scale. Data analysis was carried out with the help of SPSS version 25 software

RESULTS AND DISCUSSION

Calculation of the frequency distribution of Readiness to Change to Adopt AI as measured using 5 indicators consisting of 20 statements produces an average accumulation of 4.2 with a TCR of 84% which is included in the high category. Therefore, it can be concluded that the Readiness to Change to Adopt AI among PT SP Manufacturing employees is high so it must be maintained and improved further. Furthermore, HPWS which was measured using 8 indicators consisting of 27 statements resulted in an average accumulation of 4.04 with a TCR of 81% which is included in the high category. Therefore, it can be concluded that the HPWS at PT SP Manufacturing is already high but must continue to be maintained and improved. Beliefs in Using AI as measured using an indicator consisting of 13 statements resulted in an average accumulation of 2.82 with a respondent achievement level of 56% which is in the rather low category. This shows that the level of Beliefs in Using AI among PT SP Manufacturingg employees is rather low so that the confidence of PT SP Manufacturingg employees in

the use of AI must be considered and increased further. Finally, Anxiety in the Use of AI was measured using 2 indicators consisting of 17 statements which resulted in an average accumulation of an average of 3.2 with a respondent achievement level of 64% which is included in the sufficient category. This shows that the level of anxiety regarding the use of AI among PT SP Manufacturing employees is quite high so it must be paid attention to and improved.

1. Validity test

The results of the validity test show that all statement items in the items studied have a positive correlation coefficient value and are greater than the r table value, namely 0.1966. This indicates that the statement items in the questionnaire are valid and further data testing can be carried out

2. Reliability Test

Table 1. Data Reliability Test Results

No	Variable	Cronbach Alpha	Information
1	Readiness to Change to Adopt AI	0.970	Reliable
2	HPWS	0.958	Reliable
3	Beliefs in Using AI	0.944	Reliable
4	Anxiety in Using AI	0.953	Reliable

Table 1 shows that the *Cronbach alpha value for* all variables is greater than 0.6. So it is concluded that the statement items in the questionnaire to explain the variables Readiness to Change to Adopt AI, HPWS, Confidence in Using AI, and Anxiety in Using AI can be said to be reliable or reliable as measuring tools for the variables studied.

Classic assumption test

1. Normality test

Table 2. Normality Test Results

One-Sample Kolmogorov-Smirnov Test					
		Anxiety in Using AI	Beliefs in Using AI	HPWS	Readiness to Change to Adopt AI
N		100	100	100	100
Normal Parameters [a, b]	54.6400	38.32	54.78	108.89	83.93
	9.74371	8,783	6,831	12,597	9,261
Most Extreme Differences	,067	,076	,061	,078	,060
	,065	,076	.041	,046	,057
	-.067	-.064	-.061	-.078	-.060
Statistical Tests		,067	,076	,078	,060
Asymp. Sig. (2-tailed)		,200 [c,d]	.164 [c]	,140 [c]	,200 [c,d]

Based on table 2, it can be seen that *the Kolomogrov-Smirnov value* on *the asymp si* g(2-tailed) above 0.05. This shows that the data in this study is normally distributed.

2. Multicollinearity test _

Tab el 3. Multicollinearity Test Results

Variable	Collinearity Statistics	
	Tolerance	VIF
HPWS	0 .983	1,017
Beliefs in Using AI	0 .956	1,046
Anxiety in Using AI	0 .972	1,029

Based on the results in table 3, the tolerance value shows a value greater than 0.10. Where the value of the HPWS variable is 0.983 and the value of Confidence in Using AI is 0.956 and the value of Anxiety in Using AI is 0.9 72. This shows that among the independent variables there are no symptoms of multicollinearity because all tolerance values are greater than 0.1 and the VIF value smaller than 10

3. H eteroscardasticity test

Tabel 4. Heteroskedasticity Test Results

Coefficients [a]						
Model		Unstandardized Coefficients		Standardized Coefficients	Q	Sig.
		B	Std. Error	Beta		
1	(Constant)	4,564	5,087		,897	,372
	Beliefs in Using AI	-.104	,056	-.189	-1,855	,067
	Anxiety in Using AI	,065	,050	,130	1,282	.203
	HPWS	.026	,039	,067	,662	,509
a. Dependent Variable: abs_Res						

Based on the results of the *Glejser test* in table 4, it can be concluded that the variables in this study are free from heteroscedasticity because the probability values of the independent variables, namely HPWS , Confidence in Using AI and Anxiety in Using AI have a significant value of 0.05.

Research Hypothesis Testing

1. Direct Influence Hypothesis

Tabel 5. Direct Influence Test Results

Coefficients [a]						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	St adard Deviation Error	Beta		
1	(Constant)	80.138	5,837		13,730	,000
	Beliefs in Using AI	,363	.101	,344	3,594	,001
	Anxiety in Using AI	-.185	,091	-.195	-2,034	,045
a. Dependent Variab el : Readiness to Change to Adopt AI						

Based on the direct influence test carried out using the t test, the following results were obtained:

1) Hypothesis Testing 1: There is a Positive Influence between Belief in the Use of AI on Change Readiness to Adopt AI

Based on table 5, it can be seen that the variable Confidence in Using AI has a calculated t value of 3.594 > t table value of 1.985 (sig = 0.05 and df=nk, namely 100-3=97) with under

standardized Coefficients beta has a positive value of 0.363 and a significant level of 0.001 which is smaller than 0.05. So hypothesis 1 is accepted. This means that Confidence in Using AI has a positive and significant effect on Readiness to Change to adopt AI. These results show that the higher the Confidence in Using AI among PT SP Manufacturingg employees, the Readiness to Change to Adopt AI among PT SP Manufacturingg employees will also be higher.

2) Testing Hypothesis 2: There is a Negative Influence between Anxiety in Using AI on Readiness to Change to Adopt AI

Based on table 5, it can be seen that the variable Anxiety in Using AI has a calculated t value of 2 , 034 > t table value of 1.985 (sig = 0.05 and df=nk, namely 100-3=97) with *understandardized Coefficients* beta has a negative value of -0.185 and a significant level of 0.045 which is smaller than 0.05. So hypothesis 2 is accepted. This means that anxiety about using AI has a negative and significant effect on readiness to change to adopt AI. These results show that the higher the level of Anxiety in Using AI among PT SP Manufacturingg employees, the Readiness to Change to Adopt AI among PT SP Manufacturingg employees will decrease.

2. **Moderating Effect Hypothesis**

Tabel 6. Test Results of the Effect of HPWS Moderating the Relationship between Anxiety in Using AI and Readiness to Change to Adopt AI

Coefficients [a]						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	St andard Deviation . Error	Beta		
1	(Constant)	34,427	51,710		,666	,507
	Anxiety in Using AI	1,473	,828	1,550	1,779	,078
	HPWS	,505	,463	,687	1,092	,278
	Anxiety in Using AI*HPWS	-.015	,007	-2,148	-2,036	,045
a. Dependent Variable: Readiness to Change to Adopt AI						

Testing Hypothesis 3: There is a Significant Effect of HPWS in Moderating the Relationship between Anxiety in Using AI and Readiness to Change to Adopt AI

Moderated Regression Analysis (MRA) test in table 6, it can be seen that the interaction between HPWS and Anxiety in Using AI has a calculated t value of 2,036 which is greater than the t table value of 1,985 (sig = 0.05 and df=nk which is 100 -3=97) with significant level 0 . 045 which is smaller than 0.05. So hypothesis 3 is accepted. This means that HPWS significantly moderates the relationship between Anxiety in Using AI and Readiness to Change to Adopt AI. HPWS can weaken the relationship between Anxiety in Using AI and Readiness to Change to Adopt AI because the value *is under standardized Coefficients* beta of Anxiety in Using AI on Readiness to Change to Adopt AI which was initially -0.185 decreased to -0.015 after the interaction of Anxiety in Using AI*HPW S . Therefore, the third hypothesis proposed in this study is proven or accepted.

CONCLUSION

This research aims to analyze the influence of Confidence in Using AI and Anxiety in Using AI on Readiness to Change to Adopt AI among PT SP Manufacturing employees with HPWS as a moderating variable. Based on the results of the analysis and discussion in the previous section, the following conclusions can be drawn

1. There is a positive and significant influence between Confidence in Using AI on Readiness to Change to Adopt AI among PT SP Manufacturing employees. This means that the higher the confidence in using AI among PT SP Manufacturing employees, the higher the readiness to change to adopt AI. to the employee .
2. There is a negative and significant influence between Anxiety in Using AI on Change Readiness to Adopt AI among PT SP Manufacturingg employees. This means that the higher the anxiety regarding using AI among PT SP Manufacturing employees, the lower the readiness to change to adopt AI among these employees.
3. There is a significant influence of HPWS in moderating the relationship between Anxiety in Using AI and Readiness to Change to Adopt AI among PT SP Manufacturing employees. HPWS may weaken this relationship. These results show that good implementation of HPWS at PT SP Manufacturing will weaken the relationship between anxiety about using AI and readiness to change to adopt AI in employees so that employees become better prepared to make changes in the form of adopting AI.

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