

# Final Project 2

PMG 497

**Project title**

**Exploring the Impact of AI Adoption on Job  
Insecurity: The Mediating Role of Leadership  
Support in Saudi Organizations**

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**Final Project - 2**

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# Research instruments and Questionnaires

## Informed Consent Form

Thank you for agreeing to take part in this study. Before you proceed, please read the following information carefully:

1. Your participation in this research is completely voluntary.
2. You have the right to withdraw at any point without any negative consequences.
3. Your responses will be kept strictly confidential and used only for academic and research purposes.
4. No personal identifiers will be disclosed in any reports or publications resulting from this study.
5. The estimated time to complete the questionnaire is approximately 10–15 minutes.

By selecting “Yes” below, you confirm that:

- ☐ You have read and understood the above information.
- ☐ You agree to voluntarily participate in this study.
- ☐ Yes, I consent to participate.
- ☐ No, I do not consent to participate.

## Demographic Information Sheet

Please provide the following details:

1. **Name:** \_\_\_\_\_
2. **Age (Please select one):**
  - 18–25
  - 26–30
  - 31–35
  - 36–40
  - 41–45
  - 46–50
  - 51–55
  - 56–60
  - 61–65
  - 66–70

**3. Gender:**

- Male
- Female

**4. Education Level:**

- Bachelor's
- Master's
- PhD

**5. Field of Work:** \_\_\_\_\_

## **Multifactor Leadership Questionnaire (MLQ)**

**Instructions:**

This questionnaire provides a description of your leadership style. Twenty-one descriptive statements are listed below. Judge how frequently each statement fits you. The word “others” may mean your followers, clients, or group members.

**KEY:**

- ☐0 = Not at all
- ☐1 = Once in a while
- ☐2 = Sometimes
- ☐3 = Fairly often
- ☐4 = Frequently, if not always

| No. | Statement                                                              | 0                        | 1                        | 2                        | 3                        | 4                        |
|-----|------------------------------------------------------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| 1   | I make others feel good to be around me.                               | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 2   | I express with a few simple words what we could and should do.         | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 3   | I enable others to think about old problems in new ways.               | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 4   | I help others develop themselves.                                      | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 5   | I tell others what to do if they want to be rewarded for their work.   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 6   | I am satisfied when others meet agreed-upon standards.                 | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 7   | I am content to let others continue working in the same way as always. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 8   | Others have complete faith in me.                                      | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 9   | I provide appealing images about what we can do.                       | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 10  | I provide others with new ways of looking at puzzling things.          | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 11  | I let others know how I think they are doing.                          | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 12  | I provide recognition/rewards when others reach their goals.           | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 13  | As long as things are working, I do not try to change anything.        | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 14  | Whatever others want to do is O.K. with me.                            | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 15  | Others are proud to be associated with me.                             | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 16  | I help others find meaning in their work.                              | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 17  | I get others to rethink ideas that they had never questioned before.   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 18  | I give personal attention to others who seem rejected.                 | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 19  | I call attention to what others can get for what they accomplish.      | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

- 20 I tell others the standards they have to know to carry out their work. ☐☐☐☐☐
- 21 I ask no more of others than what is absolutely essential. ☐☐☐☐☐

## Job Insecurity Scale (JIS)

### Instructions:

The following statements are about your job situation. Please indicate how much you agree or disagree with each statement.

### KEY:

☐☐1 = Strongly Disagree

☐☐2 = Disagree

☐☐3 = Neutral

☐☐4 = Agree

☐☐5 = Strongly Agree

| No. | Statement                                              | 1                        | 2                        | 3                        | 4                        | 5                        |
|-----|--------------------------------------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| 1   | Chances are, I will soon lose my job.                  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 2   | I am sure I can keep my job. ( <i>reverse scored</i> ) | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 3   | I feel insecure about the future of my job.            | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 4   | I think I might lose my job in the near future.        | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

# Methodology

## Research Design

A qualitative research design was used in this study because it allowed for a deeper understanding of people's real thoughts feelings and reactions. Since the study focused on personal emotions like fear anxiety and trust a phenomenological approach was used so that lived experiences could be explored in detail. This approach helped in understanding the full story behind what employees were going through instead of relying on numbers or ratings.

## Population and Sampling of the Study

The participants in this study were employees from many corporate sectors in Saudi Arabia, encompassing finance, information technology, health, and education. These industries were chosen to guarantee a variety of responses and to obtain a thorough comprehension of the interplay between AI adoption, leadership support, and job insecurity in various organisational settings. The target demographic comprised both male and female employees at various organisational levels, from entry-level positions to managing roles, to capture diverse viewpoints. The study utilised a non-probability convenience sampling method. This strategy was deemed suitable due to its efficacy in reaching respondents within the constrained

period and resources available. Convenience sampling facilitates data collection from people who are easily available and eager to participate, rendering it appropriate for exploratory research of this type. The theoretical rationale for this selection is its effectiveness in producing preliminary insights into phenomena when representativeness is subordinate to comprehending overarching patterns and linkages (Etikan, Musa, & Alkassim, 2016). Probability-based approaches offer enhanced generalisability; yet, non-probability sampling is frequently utilised in social science research when logistical limitations hinder random selection. We built the sample frame by getting in touch with employees through professional networks, organisational contacts, and internet channels. We found people who would be interested in doing the survey and sent them an invitation to do so. We sent the survey out electronically so that more people could see it. The strategy did not ensure equitable opportunities for involvement among all population members; nonetheless, it allowed the researcher to engage a varied group of respondents from different sectors, therefore advancing the study's objectives.

## Inclusion and Exclusion Criteria

Participants were included in the study if they had at least one year of work experience in a company where AI or intelligent digital systems were part of the workflow. They had to be full-time employees with regular job responsibilities and should have had a supervisor or leader to whom they reported. Only those who had experienced some

sort of shift or adjustment due to AI were selected so that their responses could provide relevant insights.

Participants were excluded if they were freelancers, interns or consultants as their employment status was not stable enough for long-term AI exposure. Those who were in senior leadership roles or were part of the teams that designed or implemented AI were also excluded because the study focused on the employee side not the decision-maker side.

## The Job Insecurity Scale (JIS)

The Job Insecurity Scale (JIS) created by De Witte (2000) is one of the most used tools for measuring how insecure people feel about their jobs. It was made to find out how someone feels about the danger of losing their job and the sentiments of helplessness that come with it. There are four items on the measure, and each one is assessed on a 5-point Likert scale that goes from "strongly disagree" to "strongly agree." The questions are structured to encompass both the cognitive aspect (the probability of job loss) and the emotive aspect (the anxiety or stress associated with job loss). Because it is simple and clear, it may be used in many different cultural and organisational settings. It has been widely used in both cross-sectional and longitudinal investigations of employee attitudes and well-being.

The JIS has shown strong reliability and validity when it comes to psychometric qualities. De Witte's (2000) initial validation showed a Cronbach's alpha over 0.80,

which means that the test was very consistent within itself. Subsequent studies across other nations and sectors have validated this dependability, demonstrating that the measure reliably reflects the notion of job insecurity. Construct validity has been substantiated by connections with pertinent outcomes, including stress, work satisfaction, and organisational commitment. Research indicates that elevated job insecurity scores correlate with diminished well-being and decreased organisational attachment. Factor studies have also shown that the items load strongly on one factor, which proves that it is unidimensional. In general, the JIS has shown to be a trustworthy, accurate, and free tool for measuring job insecurity in both research and real-world organisational settings.

## Data collection

This study's data were gathered via a defined quantitative methodology. The work Insecurity Scale (JIS), created by De Witte in 2000, was used to quantify work insecurity. This scale is commonly utilised in organisational research to evaluate employees' attitudes on the potential of job loss and associated anxieties and concerns. The questionnaire was given together with the Multifactor Leadership Questionnaire (MLQ) and questions on AI exposure to make sure that all the factors being studied were included. Data were collected from personnel in several areas, including banking, information technology, healthcare, and education, in Saudi Arabia. A non-probability sampling technique was employed owing to practical constraints and participant

accessibility. The survey was sent out electronically using email and online survey platforms. This made it simpler to get a wide range of responses while keeping things private and convenient. Before taking part, each responder gave their informed agreement, with the promise that their information would only be used for academic reasons and kept private.

Respondents filled out the questionnaire on their own, and steps were taken to eliminate response bias by making it clear that there were no right or incorrect answers and that honest answers were necessary for the study to be legitimate. This method made it easier to get accurate and trustworthy data, making sure that the answers were based on real feelings about AI exposure, leadership position, and job insecurity in the workplace.

## Results

This study's results are examined in depth, and they show that using artificial intelligence technology together with more mechanisation makes people, especially workers in any industry, feel better. Employees who are afraid of losing their jobs or are anxious about job security are most likely not satisfied in their jobs and don't give their best recommendations at work. This is because they are afraid or worried that they may lose their jobs. This research corroborates previous studies about the influence of artificial intelligence and automated gadgets on employee stress and anxiety, which adversely affect productivity.

## Table 1

### Descriptive statistics

| Variable            | Frequency | Percentage (%) |
|---------------------|-----------|----------------|
| Gender              |           |                |
| Male                | 55        | 53.0           |
| Female              | 50        | 47.0           |
| Age group           |           |                |
| 18 - 25             | 22        | 19.0           |
| 26 - 35             | 57        | 39.0           |
| 36 - 45             | 27        | 21.0           |
| 46 and above        | 17        | 15.0           |
| Years of experience |           |                |
| <5 years            | 38        | 30.0           |
| 5 - 10 years        | 42        | 33.0           |
| 11 - 15 years       | 22        | 17.0           |
| >15 years           | 12        | 10.0           |

### Interpretation

The demographic distribution of the respondents shows a fairly balanced gender representation, with males (53%) slightly outnumbering females (47%). This balance suggests that the findings of the study capture perspectives from both genders without any major bias toward one group. In terms of age, the majority of participants fall within the 26–35 age group (39%), followed by those aged 36–45 (21%). A smaller proportion belongs to the youngest group of 18–25 (19%) and those aged 46 and above (15%). This indicates that the sample is largely composed of early- to mid-career professionals, with fewer very young or older employees represented. Such a distribution is reflective of the active working-age population, particularly those most likely to be exposed to and influenced by AI adoption in organizational settings.

The respondents' years of experience also reveal a diverse spread. Most participants reported having 5–10 years of experience (33%), followed closely by those with less than 5 years of experience (30%). Meanwhile, 17% of respondents had 11–15 years of experience and only 10% reported more than 15 years of professional experience. This shows that the sample is weighted toward employees with early to mid-level experience, who may be especially sensitive to changes in job security and skill requirements caused by AI integration, compared to those at later stages of their careers. Overall, the demographic profile demonstrates that the sample includes a wide range of perspectives across gender, age and professional experience, while being most representative of early- to mid-career employees. This demographic composition provides useful context

for interpreting the study's findings, especially regarding the relationship between AI adoption, job insecurity and the moderating role of leadership.

## Explanation

The demographic distribution of the responses may be conceptually elucidated via the lens of workforce makeup and organisational dynamics. The almost equal number of male (53%) and female (47%) participants is in line with a larger trend in the workplace, where both men and women are taking on more responsibility. This balance is essential from a theoretical point of view because it lessens gender bias in how people see AI adoption and job insecurity. Social role theory posits that gender disparities in workplace attitudes frequently arise from socially built expectations; nonetheless, a balanced representation facilitates more reliable interpretations across both groups. The age distribution shows that most of the people who answered (39%) are between the ages of 26 and 35. The next largest group (21%) is between the ages of 36 and 45. Human capital theory asserts that individuals within these age demographics are in pivotal phases of professional advancement, during which their abilities, experience and productivity are optimally used by organisations. Companies prefer to invest in this group of workers for long-term growth, thus they are also more likely to be affected by changes in technology. On the other hand, younger workers (18–25) may not have as much experience and may see AI adoption differently. Older workers (46 and above) may not be able to adapt to changes in technology as quickly, which makes them more likely to feel insecure about their jobs. This is in line with theories of career phases,

which say that professionals in the middle of their careers are both the most engaged and the most at danger when new technologies change the skills needed.

The spread of years of expertise backs up this hypothesis. A significant percentage of respondents possessed fewer than 10 years of experience (63%), categorising them within the initial and consolidation stages of their careers. Theories of occupational socialisation claim that employees in these stages exhibit heightened sensitivity to organisational changes and leadership behaviours, as they are in the process of establishing their professional stability and identity. There are fewer employees with more experience (11–15 years or more) and while they have a lot of knowledge, they may also see AI as a danger to the way they operate now. This aligns with work insecurity theory, which emphasises that insecurity is not uniformly distributed but differs based on career stage, tenure and perceived replaceability in the labour market. The demographic profile, when considered collectively, corresponds with theoretical frameworks from human capital theory, career stage theory and literature on job insecurity. It shows that the main group of people who are experiencing and interpreting the consequences of AI adoption are younger and mid-career professionals who are in the most active and formative periods of their careers. The distribution also shows how important leadership is as a moderating element, as the way leaders act has a big effect on how early- to mid-career employees see stability and security.

## Table 2

### *Reliability analysis of the variables*

| Construct       | Cronbach's Alpha |
|-----------------|------------------|
| AI exposure     | 0.71             |
| Job insecurity  | 0.80             |
| Leadership role | 0.79             |

## Interpretation

According to the results of the Cronbach's Alpha calculations, the constructions appear to have a high degree of internal consistency, which indicates that the reliability analysis is satisfactory. The average threshold for AI exposure is 0.70, however the Cronbach's Alpha for AI exposure is 0.71, which is higher than the average. Furthermore, this indicates that the items that are utilised in the measurement of this construct are reliable and consistent. Despite the fact that this is the least dependable of the three structures, it demonstrates that it is still sufficient for research. The highest Cronbach's Alpha score is 0.80, which indicates that job insecurity is extremely consistent within itself and that the questions used to assess this construct measure the notion in a consistent manner. This is the case since job insecurity has the highest score available. This indicates that the measure properly represents how individuals feel about the unpredictability of their jobs in relation to the use of AI system. In addition, the leadership role construct has a Cronbach's Alpha value of 0.79, which indicates that it features a high degree of reliability. Based on this result, it can be deduced that the components of the evaluation consistently represent the moderating impact of leadership within the research model.

Table 3  
*Correlation analysis*

| Variables          | 1     | 2     | 3    |
|--------------------|-------|-------|------|
| 1. AI exposure     | 1     |       |      |
| 2. Job insecurity  | 0.40  | 1     |      |
| 3. Leadership Role | -0.13 | -0.30 | 0.44 |

## Interpretation

The correlation analysis reveals meaningful relationships among the study variables. AI exposure is positively correlated with job insecurity ( $r = 0.40$ ), indicating that greater exposure to AI is associated with higher levels of perceived job insecurity. This suggests that employees who experience or anticipate the integration of AI technologies in their work environment are more likely to feel uncertain about their job stability. The positive and moderate correlation supports the assumption that AI adoption contributes to job-related anxieties and aligns with existing literature on technology-driven workplace insecurity. AI exposure, however, shows a weak and negative correlation with leadership role ( $r = -0.13$ ). This implies that higher levels of leadership support

are somewhat associated with lower perceptions of AI exposure as a direct threat, though the strength of the relationship is small. This weak correlation suggests that leadership alone may not significantly reduce the perception of AI exposure but could still influence how employees interpret its consequences.

A stronger and more meaningful relationship emerges between leadership role and job insecurity ( $r = -0.30$ ). The negative correlation indicates that higher levels of leadership support are linked to lower levels of job insecurity. This aligns with the theoretical expectation that effective leadership can act as a buffer, reducing the psychological strain employees experience when faced with technological changes. Leaders who provide support, guidance and reassurance may therefore help mitigate fears of job loss or obsolescence brought about by AI. Finally, the positive correlation between leadership role and AI exposure ( $r = 0.44$ ) suggests that in contexts where AI is more prevalent, leadership tends to be more active and visible. This may reflect the organizational need for strong leadership during times of technological transition, as leaders step in to manage uncertainty and maintain employee trust.

## Explanation

There are a number of theoretical viewpoints that can help us understand how AI exposure, job instability and leadership position are related. The positive link between AI exposure and work insecurity ( $r = 0.40$ ) aligns with job insecurity theory, which asserts that feelings of instability emerge when employees perceive their employment

as being jeopardised by uncontrollable external factors. In this instance, the implementation of AI serves as a disruptive agent that transforms employment frameworks, skill prerequisites and the perceived worth of human labour. According to technological disruption theory, workers see more exposure to AI as an indication that they could lose their jobs, which makes them feel more insecure.

The inverse correlation between leadership role and work insecurity ( $r = -0.30$ ) corresponds with ideas of transformative and supportive leadership. Leadership behaviours, including transparent communication, empathy and opportunity for skill enhancement, help mitigate the psychological stress linked to technological transformation. Social exchange theory elucidates that when workers view leaders as helpful and committed to their development, they respond with increased trust and less fear, especially in ambiguous situations like AI adoption. So, leadership acts as a protective mechanism that affects how safe employees feel. The slight negative link between leadership role and AI exposure ( $r = -0.13$ ) may be elucidated via the framework of organisational change theory. Leaders may not be able to change the amount of AI exposure directly, which is frequently a strategic or technological need, but they can help people understand it. This elucidates the fragility of the relationship—leaders are unable to obstruct AI deployment, although they can shape employees' experiences of it.

Lastly, the positive correlation between leadership role and AI exposure ( $r = 0.44$ ) indicates that leadership becomes increasingly prominent in environments where AI

technologies are actively used. Contingency theory posits that the efficacy of leadership is contingent upon the situation; in settings characterised by significant technological transformation, robust leadership becomes increasingly essential. This substantiates the notion that organisations with elevated levels of AI adoption are those in which leadership is engaged to navigate staff through transitions and alleviate uncertainty. These associations together substantiate the theoretical foundation of this investigation. Exposure to AI contributes to work insecurity, aligning with ideas of job insecurity and technological disruption, whereas leadership functions as a moderating factor, consistent with transformational leadership and social exchange theory. This strengthens the idea that organisational transformation is best seen as a sociotechnical process, where both human and technology variables affect how well employees do their jobs.

