

CAN RAISA (ROBOT, ARTIFICIAL INTELLIGENCE, AND SERVICE AUTOMATION) INFLUENCE EMPLOYEE WELL-BEING THROUGH CAREER OPPORTUNITIES?

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ABSTRACT

Robots, artificial intelligence, and service automation (RAISA) are evidence of advanced technological developments, with both positive and negative potential impacts, particularly on employees' job opportunities, as many jobs have now been taken over by RAISA. This study aims to investigate the role of RAISA awareness on the psychological well-being (PWB) of Generation Z employees working in Jabodetabek, with future career opportunities (PFCO) as a mediating variable. Data were collected from 154 Gen Z employees using an online questionnaire. The data analysis showed there are significant positive influence regression for RAISA to PFCO, RAISA to PWB, and PFCO to PWB. Mediation testing also revealed that PFCO partially mediates the relationship between RAISA awareness and PWB. So, it can be concluded that RAISA awareness plays a role in improving the psychological well-being of Gen Z employees, both directly and through the mediation of PFCO. Gen Z employees with higher awareness of RAISA tend to have better career opportunities, which ultimately contributes to improved PWB. This study offers valuable insights for companies regarding the impact of advanced technologies like RAISA on employees' PWB. By understanding these effects, organizations can develop more effective strategies for implementing technology in ways that not only enhance operational efficiency but also promote employee well-being, aligning company policies and career development programs.

Keywords: Career Opportunity, Psychological Well-Being, RAISA Awareness, Gen Z Employee

1. PREFACE

Rapid technological developments in recent years have fundamentally transformed many aspects of human existence, including the business and industrial sectors, which are now increasingly reliant on automation. One major technological innovation in the front of these changes is RAISA (Robot, Artificial Intelligence, and Service Automation), which combines robots, artificial intelligence, and service automation to improve operational effectiveness and efficiency in various industries (Hakim, 2023). Nabila et al. (2023) highlight that technology is designed to simplify human tasks. In addition, RAISA helps people to increase efficiency and promotes corporate operations (Wibowo & Permana, 2019). However, alongside these benefits, there are growing concerns about job security, especially for young employees like Generation Z, the generation group with the largest number in Indonesia (Hutomo et al., 2024), who are just starting out in the profession and must adjust to the demand for high technological adaptation (Lestari et al., 2021).

By recognizing the advantages of RAISA to promote innovation, increase labor efficiency, and drive corporate transformation, companies that do not integrate these technologies run the danger of losing market share (Sari et al., 2023). On the other hand, as automation and AI integration are quickly becoming industry standards, businesses that are hesitant to adopt RAISA technology run the risk of lagging behind (Premana et al., 2020). This rapid technological growth forces people to deal with the opportunities and difficulties that come with implementing RAISA. For

Generation Z, a cohort highly familiar with digital advancements, the workplace expectations have also evolved (Hastini et al., 2020).

The expectations of the workplace have also changed for Generation Z, a generation that is quite accustomed to digital innovations. Because they were raised in a period of rapid technological advancement, Generation Z usually adjusts to digital settings effectively. They have a lot of potential when it comes to using RAISA, and they are also used to using AI and other digital technologies, which increase their versatility and make them useful resources in contemporary businesses. RAISA also brings with it difficulties, particularly regarding job security, since routine work may be replaced by automation, which calls for skills that keep up with technological advancements (Aprilita, 2024). Because automation has the potential to replace some work positions, Gen Z employees confront career difficulties.

In this context, RAISA awareness plays a critical role in shaping employees' understanding of how robots, artificial intelligence, and service automation impact their current jobs and future career prospects (Helen et al., 2024). It refers to employees' recognition of the influence of these technologies on their professional career, including both opportunities and challenges. Several studies have revealed that the introduction of RAISA heightens fears among employees regarding job loss and increases their perceived loss of autonomy (Tuomi et al., 2020). Furthermore, the awareness of adopting service robots and automation has been linked to feelings of insecurity among employees (Alisic & Wiese, 2020). This awareness becomes an important factor in determining how well employees, particularly the younger generation, anticipate and adapt to the effects of technology and automation on their future career growth. Research suggests that RAISA awareness significantly influences perceived future career opportunities (PFCO), shaping expectations and professional development in a technology-driven environment (Koay & Muthuveloo, 2021). However, job insecurity and concerns about RAISA's role in job displacement are critical factors impacting psychological well-being, especially among younger employees (Willems et al., 2023). Additionally, career uncertainty driven by automation further exacerbates its effects on PWB, highlighting the importance of addressing these challenges in a rapidly evolving workforce (Prasetyo, 2020).

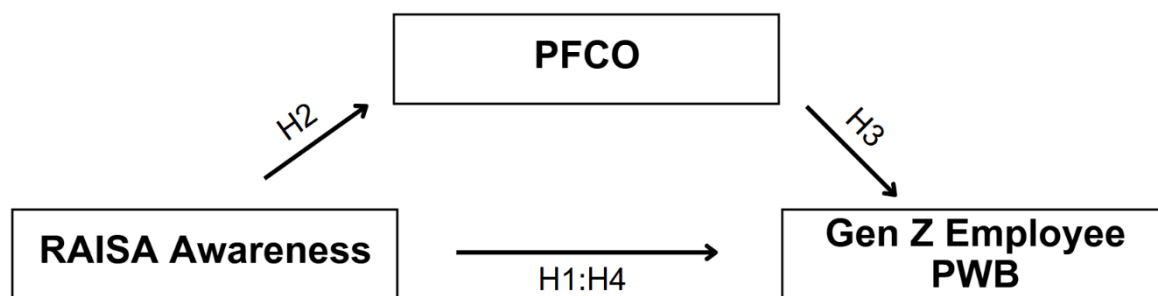
When employees feel they lack control over their future, their psychological well-being can be adversely affected (Amelia et al., 2022). This issue is particularly relevant in Indonesia, where there is a significant number of Gen Z individuals within the productive age group. This generation requires a work environment that not only provides psychological stability but also supports career development among technological advances (Sofyanty & Setiawan, 2020). Particularly after the COVID-19 pandemic, when many industries resorted to digital innovation to stay competitive, Indonesia's implementation of RAISA has quickened. The implementation of smart technology to improve global competitiveness is further supported by government programs such as "Making Indonesia 4.0" (Hanifa et al., 2023).

Therefore, understanding how RAISA awareness influences future career perceptions and psychological well-being becomes crucial. This research aims to explore the relationship between RAISA awareness, perceived future career opportunities, and psychological well-being among Generation Z employees in Jabodetabek. By examining this dynamic, this study intends to provide insights for companies, businesses, and educational institutions to support career development and well-being for Generation Z within a rapidly advancing technological landscape.

Considering the importance of PWB, we conducted a study to find out how RAISA awareness and PFCO may influence psychological well-being among Gen Z employees. The hypotheses in this study are as follows:

- H1 : RAISA awareness influences the psychological well-being of Gen Z employees.
- H2 : RAISA awareness influences perceived future career opportunities (PFCO).
- H3 : PFCO influences the psychological well-being of Gen Z employees.
- H4 : RAISA awareness influences the psychological well-being of Gen Z employees with PFCO as a mediating variable.

Figure 1
Research Model



2. RESEARCH METHOD

Samples

The participant criteria determined in this study are Generation Z (born in 1997–2012; Bambang et al., 2020), who have been employed for at least one year in the same company in the Jakarta, Bogor, Depok, Tangerang, and Bekasi areas, without any limitations on the type of job or position level. A total of 154 participants were included in this study. Most participants were female (54.55%), aged between 22 and 26 years, and graduated with a bachelor's degree (55.84%), with work experience ranging from 1 to 4 years in their current company.

Table 1
Demographic Characteristics of Participants

| | | N = 154 | Percentage (%) |
|-----------------|--------------------|----------------|-----------------------|
| Gender | Female | 84 | 54.55 |
| | Male | 70 | 45.45 |
| Age | 19 | 2 | 1.3 |
| | 20 | 3 | 1.95 |
| | 21 | 11 | 7.14 |
| | 22 | 31 | 20.13 |
| | 23 | 22 | 14.29 |
| | 24 | 18 | 11.69 |
| | 25 | 22 | 14.29 |
| | 26 | 29 | 18.83 |
| | 27 | 16 | 10.39 |
| Education Level | Senior High School | 63 | 40.91 |
| | Bachelor's degree | 86 | 55.84 |
| | Master's degree | 5 | 3.25 |
| Work Experience | 1 – 4 years | 84 | 54.55 |
| | 4 – 7 years | 56 | 36.36 |
| | >7 years | 14 | 9.09 |

Measurement

In this study, RAISA awareness (Robot, Artificial Intelligence, and Service Automation) is a unidimensional variable measured using a scale initially modified by Lestari et al. (2020). One example item from this scale is: “I think that STARA can replace my job.” This scale was then adapted and modified by Lestari et al. (2021) in their study, resulting in RAISA awareness being measured using 4 favorable items with reliability alpha Cronbach 0.87, with an example item being “I think RAISA can replace my job.”

The perceived future career opportunity (PFCO) is also a unidimensional variable measured using a scale adapted from research conducted by Kraimer et al. (2019) and modified by Lestari et al. (2021). Several modifications were made, including reducing the number of items to 3 favorable items, with an alpha Cronbach 0.85 and an example item being “There are many career opportunities that align with my interests.” Each item is rated on a 5-point Likert scale: 1 = strongly disagree; 2 = disagree; 3 = neutral; 4 = agree; and 5 = strongly agree.

The psychological well-being scale (PWBS) 18-item version, developed by Ryff and adapted by Saputra et al. (2023), is based on six dimensions of psychological well-being: self-acceptance, positive relations with others, autonomy, environmental mastery, purpose in life, and personal growth. This scale consists of 18 items, 8 positive items and 10 negative items, with reliability alpha Cronbach 0.84, which means all the scales are reliable for measuring variables.

Data Collection and Analysis

The research conducted is quantitative in nature with a non-experimental design. The sampling technique used in this study is convenience sampling, which involves selecting samples based on ease of access, specifically respondents who agree and are willing to complete the questionnaire (Balaka, 2022). Data collection was conducted online by distributing the questionnaire via

Google Forms through various social media platforms, with statistical analysis managed using the Statistical Package for the Social Science (SPSS) version 29 software to conduct simple linear regression and the Sobel test for mediation analysis.

3. RESULT AND DISCUSSION

The result of data analysis that used to inspect this study hypothesis are:

Hypothesis 1: RAISA awareness influences the psychological well-being of Gen Z employees.

Table 2

Linear regression analysis of RAISA Awareness and PWB

| Variabel | Unstandardize d | T | B | SE | P |
|-------------------------|--------------------|------|------|------|------|
| RAISA towards PWB | 0.13 | 2.10 | 0.17 | 0.06 | 0.03 |
| Constanta | 3.25 | - | | | 0.00 |
| Variabel | Unstandardize d | T | B | SE | P |

Table 3

Contribution of RAISA Awareness towards PWB

| R | R Square | Adjusted R Square | Std. Error of the Estimate |
|------|----------|-------------------|-------------------------------|
| 0.17 | 0.03 | 0.02 | 0.83 |

Results indicate that RAISA awareness has a significant positive impact on the psychological well-being of Generation Z employees. The analysis revealed that RAISA awareness has a regression coefficient of 0.13, t-value of 2.10, and a significance level of 0.03, with an R² value of 0.03, suggesting that RAISA contributes 3.1% to PWB

Hypothesis 2: RAISA awareness influences perceived future career opportunities (PFCO).

Table 4

Linear regression analysis of RAISA Awareness and PFCO

| Variabel | Unstandardize d | T | B | SE | P | Description |
|-----------------------------|--------------------|------|------|------|------------|-------------|
| RAISA Awareness and PFCO | 0.15 | 0.26 | 0.22 | 0.05 | 0.008 | Significant |
| Constanta | 3.51 | | | | <0.00 1 | Significant |

Table 5
Contribution of RAISA Awareness towards PFCO

| R | R Square | Adjusted R Square | Std. Error of the Estimate |
|------|----------|-------------------|----------------------------|
| 0.22 | 0.04 | 0.04 | 0.75 |

The regression results show that RAISA Awareness has a positive and significant effect on PFCO, with a regression coefficient of 0.15. The t-test value is 2.69, which is also significant with a p-value of 0.008 (< 0.05) and contributes 4.9% towards it.

Hypothesis 3: PFCO influences the psychological well-being of Gen Z employees.

Table 6
Linear regression analysis PFCO and PWB

| Variabel | Unstandardize d | T | B | SE | P | Description |
|------------------|-----------------|------|------|------|------|-------------|
| PFCO towards PWB | 0.05 | 55.2 | 0.97 | 0.01 | 0.00 | Significant |
| Constanta | 11.2 | | | | 0.00 | Significant |

Table 7
Contribution of PFCO toward PWB

| R | R Square | Adjusted R Square | Std. Error of the Estimate |
|------|----------|-------------------|----------------------------|
| 0.97 | 0.95 | 0.95 | 0.78 |

The last regression test examined the effect of PFCO on PWB. The results show a positive and significant relationship, with a regression coefficient of 0.64 and a t-value of 8.32 ($p < 0.001$). The coefficient of determination (R^2) of 0.95 indicates that PFCO explains 95.1% of the variation in PWB, demonstrating that PFCO has a dominant influence on the psychological well-being of employees.

The fourth hypothesis, which suggests that PFCO mediates the relationship between RAISA awareness and PWB, was supported by mediation analysis. The Sobel test for the RAISA awareness towards PWB is 2.09, with $SE = 0.003$ and a p-value of 0.03, indicating a significant mediation effect. The total effect of RAISA on PWB, which includes both direct and indirect effects, shows a coefficient of 0.33, with $SE = 0.02$, a z-value of 12.84, and a p-value < 0.001 , demonstrating significant results.

Based on these findings, it can be concluded that PFCO acts as a partial mediator, as there is still a significant direct relationship between RAISA and PWB despite the mediation effect. This study shows that the awareness of RAISA has a significant positive impact on the PWB of Generation Z employees. The findings align with the hypothesis, confirming that these three variables contribute to improving PWB. This indicates that each unit increase in RAISA awareness can significantly improve employees' psychological well-being. PFCO, which explains 95% of the variation in PWB, acts as a key mediator, showing that employees who see

RAISA as a path to better career prospects tend to have higher well-being. However, the partial mediation also shows that RAISA awareness directly influences PWB.

This is in line with Nabila (2022), who emphasizes that technology is created to simplify human life, and the development of technologies like robotics and artificial intelligence has revolutionized how we work. As technology rapidly advances in the digital era, awareness of its role in improving efficiency and productivity becomes crucial. In this context, the use of RAISA is expanding, facilitating various industries in improving services and innovation. This is also supported by Kumar, Verma, and Mirza (2024), who state that technology can influence employee productivity, enhance efficiency, and create a positive experience for employees' psychological well-being.

The psychological well-being of Generation Z employees is greatly influenced by PFCO, and there is a clear correlation between PFCO and improved psychological well-being. PFCO is positively impacted by RAISA awareness; the more RAISA is used, the more promising future employment prospects are thought to be. Moreover, PFCO has a major impact on psychological well-being, underscoring its importance in improving workers' psychological well-being. This finding is consistent with research by Gazo, Mahasneh, and Al-Jobour (2024), which states that career opportunity perceptions are directly related to psychological well-being. Career planning is closely tied to an individual's psychological well-being, and the less concern there is about career opportunities, the higher the individual's well-being (Maghfiro & Dewi, 2023).

The fourth hypothesis of this study states that future career opportunities serve as a partial mediator between RAISA awareness and the psychological well-being of Generation Z employees in Jabodetabek. In other words, employees' awareness of RAISA not only directly affects PWB but also influences their perceptions of available career opportunities. This result is supported by research from Nazla and Yuliana (2024), who highlight the importance of career planning in facing digital challenges. It is also consistent with research by Yamashita and Cummins (2022), which shows that RAISA can influence career opportunities in certain jobs, directly impacting individuals' perceptions of their future careers and their psychological well-being.

Individuals with a positive perception of career opportunities tend to have higher psychological well-being, and this perception plays a significant role as a mediator in the relationship between PFCO and psychological well-being. Feelings of independence and control over the future can be improved via effective planning and readiness for change. In this regard, understanding RAISA's function in the workplace is essential for adjusting to changes and making the most of employment chances in the industry 4.0 era (Gazo et al., 2024). Maghfiro and Dewi (2023) also state that an individual's psychological well-being correlates with preparation for building future career opportunities.

The findings emphasize the importance of RAISA awareness through targeted education and training programs. By equipping employees with knowledge and skills related to RAISA technology, organizations can mitigate fears of job loss and enhance employees' perceptions of career opportunities. This, in turn, can improve productivity and engagement (Rismawati & Pradiani, 2023). Furthermore, the significant role of PFCO in mediating the relationship between RAISA awareness and PWB indicates that organizations should actively communicate the career benefits of adopting RAISA.

Transparent career planning and development opportunities that highlight the potential for growth in a technology-driven workplace can reduce employee uncertainty and maintain a sense of control and purpose of career. The findings suggest that individuals who view RAISA as an enabler of career opportunities are likely to experience higher psychological well-being. This insight shows the importance of a growth mindset and proactive engagement with technological advancements. Employees can benefit from seeking continuous learning opportunities and embracing change to enhance their career prospects.

4. CONCLUSIONS AND SUGGESTIONS

Based on the result and analysis of this study, it can be concluded that RAISA awareness plays a significant role towards the psychological well-being among Generation Z employees in Jabodetabek, with perceived future career opportunities (PFCO) serving as a mediating factor. The analysis shows that all four hypotheses of the study are accepted, indicating that the higher the awareness of RAISA among Generation Z employees, the higher their psychological well-being. However, the results also suggest that the impact of RAISA awareness on psychological well-being may be influenced by factors outside the scope of this study. PFCO has proven to be an important factor in bridging the influence of RAISA awareness on psychological well-being. PFCO acts as a partial mediator, which suggests that increasing RAISA awareness, supported by future career opportunities, can enhance the psychological well-being of Generation Z employees in Jabodetabek. The implication of this study tells us that by fostering awareness and aligning technological advancements, especially RAISA, with clear career opportunities, companies or organizations are not only enhancing employee well-being but also driving innovation and competitiveness.

To maximize the potential benefits of RAISA awareness and its impact on psychological well-being, organizations should invest in programs that foster both technological literacy and career development opportunities. These initiatives will help mitigate any anxiety or resistance related to automation and artificial intelligence. In addition, creating a clear career pathway linked to the use of RAISA technologies could inspire greater job satisfaction and a sense of stability among employees. Furthermore, future research should explore how various demographic factors such as age, gender, and educational background might influence the relationship between RAISA awareness and psychological well-being. Understanding the diversity of employee experiences will allow organizations to tailor their programs and policies more effectively. Lastly, since this study highlights the importance of PFCO, organizations should consider integrating career counseling and personalized career planning within their human resource strategies to further enhance employee engagement, productivity, and overall well-being.

Acknowledgement

Authors would like to express my deepest gratitude to all those who have supported me throughout the process of conducting this research. First and foremost, the authors are immensely thankful to the faculty of Psychology, Tarumanagara University for the invaluable guidance, expertise, and constant encouragement that were crucial to the successful completion of this study. Authors also wish to express my heartfelt appreciation to the participants in this study, particularly the Generation Z employees in Jabodetabek, whose time and willingness to contribute their perspectives were essential for the success of this research.

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