AI Adoption, Work Pressure, and Psychological Resilience: Effects on Job Satisfaction and Employee Performance

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ABSTRACT

Digital transformation has encouraged organizations to adopt Artificial Intelligence (AI), which has important implications for employees' working conditions and performance. This study aims to analyze the effects of AI adoption, work pressure, and psychological resilience on job satisfaction and its implications for employee performance in Bekasi, Indonesia. The study uses a quantitative approach with Structural Equation Modeling (SEM). Data were collected from 200 employees who are involved in AI-based organizational systems. The results show that AI adoption has a positive and significant effect on job satisfaction ($\beta = 0.134$; $t = 1.856$) and employee performance mediated through increased task efficiency and more accurate decision-making. In contrast, work pressure has a positive and significant effect on job satisfaction ($\beta = 0.372$; $t = 4.614$), indicating that excessive job demands can reduce job satisfaction and performance. Psychological resilience emerges as an important factor in maintaining emotional stability and employees' ability to adapt to stress, which positively affects job satisfaction. Furthermore, job satisfaction has a direct effect on employee performance, showing that more satisfied employees tend to perform better. This study concludes that successful AI integration requires a balance between technological innovation and employee well-being, supported by resilient development programs and supportive organizational policies.

Keywords*: AI Adoption, Employee Performance, Job Satisfaction, Psychological Resilience, Work Pressure.*

INTRODUCTION

The rapid adoption of Artificial Intelligence (AI) across organizational functions has accelerated digital transformation and reshaped contemporary work systems. AI is increasingly utilized to automate operational processes, enhance decision quality, and improve organizational efficiency (Kassa & Worku, 2025; Witara, 2025). Although AI implementation is widely associated with productivity improvement, its consequences for employee well-being and job attitudes remain inconsistent in the literature (Afdalia et al., 2021; Wolf et al., 2022; Kowal & Szymczonek, 2023). Some studies indicate that AI reduces workload complexity and supports task accomplishment, which in turn enhances job satisfaction and performance (Sarker, 2022; Istanti, 2025; Nceong et al., 2025). However, other studies show that AI may lead to job displacement anxiety, technostress, role ambiguity, and declining work motivation (Nawaz et al., 2024; Putri & Werdini, 2025; Ripai et al., 2025). These contradictory findings suggest that the contribution of AI on employee outcomes cannot be generalized and requires further empirical clarification.

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Work pressure has assumed a pivotal role in influencing employee reactions in AI-driven work environments. The increasing use of AI is often accompanied by organizational demands for higher performance standards, faster task completion, and continuous digital adaptation (Suhara, 2025). These conditions potentially intensify psychological pressure and emotional exhaustion among employees, particularly as they navigate complex AI-driven tasks, adapt to rapidly changing digital workflows, and manage heightened performance expectations (Komari, 2023; Tresita et al., 2023). Work pressure is frequently linked to declining job satisfaction, work disengagement, and reduced performance (Bouzari & Karatepe, 2020). More specifically, that pressure at work can be seen as either a motivating challenge or a daunting threat by employees, affecting whether it leads to productive or counterproductive actions. This unique form of stress is known to influence performance outcomes in the workplace (Kundi et al., 2022). This theoretical inconsistency indicates that the role of work pressure in AI-based organizational contexts remains unclear and therefore requires re-examination.

In addition, psychological resilience has gained academic attention as an adaptive capability that enables employees to effectively cope with workplace challenges (Durmuş et al., 2024). Resilience reflects an individual's capacity to recover from adversity, manage emotional strain, and maintain optimal functioning under pressure (Hou et al., 2020; Shahrbabaki et al., 2023; Avcı Taşkıran et al., 2024). Highly resilient employees are more adept at handling technological disruptions and organizational change, making them potentially more resistant to stress in AI-integrated workplaces. Despite its importance, resilience has been understudied in relation to the adoption of AI, particularly regarding its role in maintaining job satisfaction and enhancing performance outcomes (Gooding et al., 2012; Labrague, 2021). This highlights the need to explore resilience not only as a psychological construct but also as a strategic resource for sustaining productivity in digital work settings.

This study is grounded in the Job Demand–Resource (JD–R) Model, which explains that job resources such as AI can enhance motivation and performance, whereas excessive job demands such as work pressure may lead to strain and dissatisfaction. Psychological resilience may act as a personal resource that buffers the negative effects of pressure and strengthens positive attitudes toward work (Sabuhari et al., 2020; Alioğulları, 2021; Sajjadi, 2025). However, an integrated analysis involving AI adoption, work pressure, resilience, job satisfaction, and employee performance remains limited, particularly in organizational settings undergoing digital transformation in developing countries. This represents a significant gap in current human resource management research.

Thus, the present study attempts to analyze the consequences of AI adoption, work pressure, and psychological resilience on job satisfaction and employee performance, and identify the pathway mediated by job satisfaction in these correlations. The findings are expected to extend JD–R theory by incorporating AI as a contemporary job resource within the digital labor context, and to provide managerial insights for organizations in developing balanced AI implementation strategies that enhance productivity without undermining employee well-being.

LITERATURE REVIEW & HYPOTHESIS DEVELOPMENT

The Influence of Artificial Intelligence Adoption on Job Satisfaction

The adoption of Artificial Intelligence (AI) technology in organizations brings significant changes to work processes and interactions between employees. The implementation of AI has been proven to increase efficiency, accuracy, and work productivity, thus potentially creating positive perceptions of work and increasing job satisfaction (Rimadias et al., 2025). Further, through the assistance of artificial intelligence, employees are able to redirect their attention away from mundane responsibilities and towards tasks that are more strategic and meaningful. This shift can lead to a heightened sense of accomplishment and internal drive (Hadi et al., 2025). However, research by Almosawi et al. (2024) shows that the significance of AI on human aspects, such as job satisfaction, has not been widely studied empirically and still depends

on organizational readiness and individual acceptance of new technology. Based on theory and prior studies, it can be assumed that the higher the level of AI adoption in the work environment, the higher the level of employee job satisfaction.

Artificial intelligence adoption (AI adoption), work pressure, and psychological resilience together can affect the level of employee job satisfaction. Effective implementation of AI can increase work efficiency and ease, thus strengthening job satisfaction, but if followed by increased workload or role uncertainty, high work pressure can actually reduce that satisfaction. In such conditions, psychological resilience plays an important role as a buffer factor that helps employees adapt to technological changes and work pressure, maintain emotional balance, and maintain a positive view of their work. Several studies support this relationship, including Andajani (2015) on the influence of work environment on job satisfaction, Mantas-Jiménez et al. (2022) on the role of psychological resilience on job satisfaction.

H1: AI adoption has a significant influence on job satisfaction.

The Influence of Work Pressure on Job Satisfaction

Work pressure is a critical factor that can significantly influence the level of employee job satisfaction in organizational settings. Work pressure occurs when workload, role demands, and performance expectations exceed an individual's capacity to manage them effectively. Under such conditions, employees are more likely to experience work-related stress, mental fatigue, and emotional exhaustion, which can reduce their comfort and satisfaction with the tasks they perform (Setiawan & Sopiah, 2022; Gultom et al., 2024). In increasingly competitive and fast-paced work environments, work pressure is often unavoidable; however, when it is not properly managed, it may generate negative consequences for both employees and organizations.

Empirical evidence supports the negative relationship between work pressure and job satisfaction. Enok and Wijono (2023) found that higher levels of work pressure are associated with lower job satisfaction, indicating a strong inverse relationship between these two variables. This suggests that employees who face excessive pressure tend to develop unfavorable attitudes toward their jobs. Similar findings were reported by Handoko et al. (2022), who demonstrated that work pressure reduces employees' morale and sense of comfort at work, particularly in the banking sector, which ultimately leads to decreased job satisfaction. These findings highlight that persistent pressure can undermine employees' emotional well-being and work attitudes.

From a theoretical perspective, work stress theory, proposed by Robbins and Judge (2019), explains that excessive pressure interferes with the achievement of individual goals and weakens psychological well-being. When employees perceive job demands as overwhelming, their motivation and positive work experiences decline. As a result, prolonged work pressure negatively affects job satisfaction and may further influence broader outcomes such as employee performance and organizational commitment.

H2: Work pressure has a significant influence on job satisfaction.

The Influence of Psychological Resilience on Job Satisfaction

Psychological resilience refers to an individual's ability to respond positively to stress, challenges, and setbacks in the workplace, as well as the capacity to recover from demanding and tense situations. Employees with high levels of psychological resilience typically demonstrate effective coping strategies, optimistic mindsets, and strong emotional regulation, allowing them to maintain psychological stability even when exposed to intense work pressure (Mubarok & Sopiah, 2023; Hadiyanto & Prasadjaningsih, 2025). These qualities enable resilient individuals to interpret work experiences more constructively, remain engaged in their tasks, and develop higher levels of job satisfaction.

In contrast, employees with low psychological resilience are more susceptible to prolonged stress, emotional exhaustion, and dissatisfaction at work due to their limited ability to adapt to pressure and changing demands. This vulnerability often leads to reduced motivation, weaker commitment, and declining work attitudes. Empirical studies consistently support a positive relationship between psychological resilience and job satisfaction. Hoşgör and Yaman (2022) found that during the COVID-19 pandemic, nurses with higher psychological resilience reported greater job satisfaction than those with lower resilience levels. Similar findings were identified by Mantas-Jiménez et al. (2022) among emergency service workers, who frequently operate under high-stress conditions. Furthermore, recent research by Asfahani (2024) confirms that employees with strong psychological resilience tend to experience higher job satisfaction, as they are better able to preserve a sense of purpose and intrinsic motivation in their teaching roles. Thus, psychological resilience functions as a key personal resource that supports positive work attitudes and enhances job satisfaction in demanding work environments.

H3: Psychological resilience has a significant influence on job satisfaction.

The Influence of Job Satisfaction on Employee Performance

Job satisfaction represents a positive and pleasant emotional state that emerges when individuals evaluate their work experiences as fulfilling and meaningful. This feeling develops from the alignment between employees' expectations and the actual conditions they encounter at work, including job tasks, the work environment, interpersonal relationships, and reward systems. Employees who experience high job satisfaction tend to demonstrate positive attitudes toward their organization, show strong commitment, and possess high levels of intrinsic motivation to achieve work goals (Surya et al., 2023). Satisfied employees are also more likely to work proactively, take responsibility for their tasks, and consistently contribute their best efforts to organizational success.

In contrast, job dissatisfaction often leads to unfavorable outcomes for both employees and organizations. Dissatisfied workers are more prone to reduced performance, higher absenteeism, lower work engagement, and a stronger intention to leave the organization. Over time, these negative outcomes may disrupt organizational stability and hinder productivity. According to Affect-as-Information theory, positive emotions generated from job satisfaction function as valuable cues that influence individuals' cognitive processes and behavior (Clore et al., 2012). Such emotions enhance creativity, strengthen a sense of responsibility, and encourage employees to perform their tasks more effectively. Positive affect also helps employees approach challenges with greater flexibility and confidence. Consistent with this theoretical perspective, a growing body of empirical research highlights a strong positive relationship between job satisfaction and employee effectiveness. Employees who are satisfied with their jobs tend to display higher levels of productivity and maintain sustainable performance, making job satisfaction a critical factor in achieving long-term organizational effectiveness.

H4: Job satisfaction has a significant influence on employee performance.
H5: AI adoption, work pressure, and psychological resilience have a simultaneous influence on job satisfaction.

Figure 1 shows a research model with a direct relationship between variables. AI adoption (X1), work pressure (X2), and psychological resilience (X3) directly influence job satisfaction (Y). Furthermore, job satisfaction (Y) directly influences employee performance (Z). This model confirms that job satisfaction is the primary factor determining employee performance.

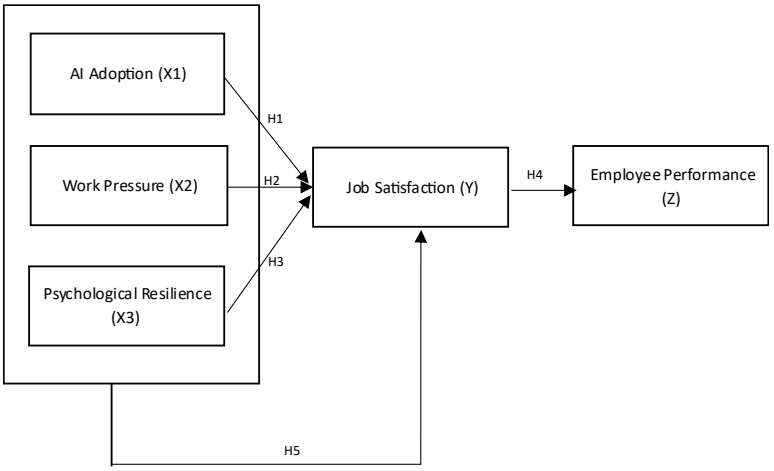

Figure 1. Theoretical Framework

RESEARCH METHODS

This research utilizes a quantitative methodology along with an exploratory survey technique. The research team determined the necessary sample size for the study by utilizing the Slovin formula and incorporating a 10% margin of error, resulting in a minimum of 98.27 participants needed. Nevertheless, to ensure stronger analytical accuracy, the final sample was expanded to 200 participants. This adjustment was made for methodological and practical reasons, such as increasing statistical power, reducing sampling bias, and complying with the minimum sample standards for Structural Equation Modeling (SEM), A larger sample also contributes to higher measurement reliability, more stable parameter estimates, and better generalizability of the results. Thus, the use of 200 respondents exceeds the minimum statistical threshold and enhances the overall validity, reliability, and external relevance of the study. The target population consisted of employees working in various companies in Bekasi Regency, Indonesia, and the sample was obtained through purposive sampling. The inclusion criteria required participants to be full-time employees having at least one year of work experience, have exposure to AI-assisted or automated systems in their job, and be able to complete the questionnaire independently.

Each construct was measured using likert scale adapted from previously validated instruments commonly used in organizational behavior and human resource management research. AI Adoption was measured using 16 items that assess the extent of AI integration and user interaction in work processes. Work Pressure was measured with 16 items that capture perceived workload demands, time pressure, and task complexity. Psychological Resilience was assessed using 20 items that reflect emotional stability, adaptability, and persistence in overcoming challenges. Job Satisfaction was measured through 17 items that evaluate cognitive and affective responses toward work. Employee Performance was measured using 17 items covering task performance, contextual performance, and adaptive performance. The survey utilized a five-point Likert scale, with options ranging from 1 (“Strongly Disagree”) to 5 (“Strongly Agree”). To ensure the effectiveness and relevance of the instrument, experts validated it before data collection. A pilot study with 30 participants was then performed to verify the reliability and ease of understanding of the instrument.

The data were analyzed using Structural Equation Modeling (SEM) with the AMOS software to evaluate the suitability of both the measurement and structural models. Prior to conducting the SEM analysis, data screening procedures were performed to assess normality, identify outliers, and examine potential multicollinearity issues. The analytical process was carried out in two main stages. First, Confirmatory Factor Analysis (CFA) was applied to validate the measurement model and to examine the distinctions and

relationships among the constructs. Second, structural model testing was conducted to assess the hypothesized relationships between the study variables. The overall model fit was evaluated using several goodness-of-fit indices, including Chi-square, GFI, AGFI, CFI, TLI, RMSEA, and NFI, in line with established evaluation criteria.

RESULTS

Table 1 presents data from 200 employees across various organizations in Bekasi, Indonesia. Female workers comprised the majority at 64.5%, while males represented 35.5%. Most participants were under 35 years old (76.5%), followed by smaller percentages in older age groups. These results suggest that Bekasi's workforce is largely young and female-dominated. Such demographics may enhance adaptability to digital transformation and AI, influencing perceptions of work pressure and psychological resilience.

Table 1. Respondent Demographic Profile

Characteristic	Items	Frequency (F=200)	Percentage (%)
Gender	Male	71	35.50%
	Female	129	64.50%
Age	<35 years old	153	76.50%
	>35-40 years old	18	9.00%
	>40-45 years old	14	7.00%
	>45-50 years old	11	5.50%
	>50 years old	4	2.00%
Length of Employment	<5 years	144	72.00%
	>5-10 years	33	16.50%
	>10 years	23	11.50%

Regarding tenure, the majority of respondents had worked for less than five years (72.00%), whereas 16.50% had worked for five to ten years, and 11.50% for over ten years. Most workers are at the beginning of their professional lives, which means they are open to new technology but may also be prone to stress as artificial intelligence becomes more prevalent in the workplace. These demographic profiles thus offer a meaningful foundation for interpreting differences in job satisfaction and employee performance within the context of AI adoption in Bekasi. The validity test aimed to determine whether each questionnaire item accurately measured its intended construct. Using the Pearson product-moment correlation, items were deemed valid if their corrected item-total correlation exceeded 0.30. Ghozali (2018) stated that Cronbach's alpha confirmed reliability, as all constructs demonstrated strong internal consistency with coefficients above 0.70.

Table 2. Validity and Reliability Test

Variable	Item Range	Corrected Item	r-Critical (0.30)	Reliability Index	Critical Value	Description
AI Adoption (X1)	X1.1 – X1.16	0.63 – 0.78	0.30	0.900	0.7	Valid & Reliable
Work Pressure (X2)	X2.1 – X2.16	0.60 – 0.75		0.910		Valid & Reliable
Psychological Resilience (X3)	X3.1 – X3.20	0.65 – 0.80		0.919		Valid & Reliable
Job Satisfaction (Y)	Y1.1 – Y1.17	0.67 – 0.82		0.919		Valid & Reliable
Employee Performance (Z)	Z1.1 – Z1.17	0.62 – 0.79		0.914		Valid & Reliable

Table 2 shows that all research instruments passed validity testing, with corrected item-total correlations ranging from 0.60 to 0.82, exceeding the minimum threshold of 0.30. This indicates that each item positively correlates with its construct, confirming that the markers reliably and consistently measure the intended concepts of artificial intelligence adoption, work pressure, psychological resilience, job satisfaction, and employee

performance. The reliability test further revealed Cronbach's alpha values between 0.900 and 0.919, surpassing the recommended 0.70 threshold, demonstrating high internal consistency across all constructs (Hair et al., 2021). These findings suggest that the questionnaire is both statistically reliable and conceptually valid, with well-designed items capable of representing theoretical dimensions, and is suitable for further analysis using structural equation modeling with AMOS.

Table 3. Descriptive Statistics of the Research Variable

Variable	Number of Items	Mean	Standard Deviation	Category
AI Adoption (X1)	16	4.51	0.57	High
Work Pressure (X2)	16	4.53	0.56	
Psychological Resilience (X3)	20	4.52	0.60	
Job Satisfaction (Y)	17	4.53	0.58	
Employee Performance (Z)	17	4.53	0.57	

Table 3 presents the summary of data for all variables examined in the study. The mean scores for artificial intelligence adoption (M = 4.51), work pressure (M = 4.53), psychological resilience (M = 4.52), job satisfaction (M = 4.53), and employee performance (M = 4.53) are all above 4.50, indicating generally high perceptions across all constructs. The relatively small standard deviations (0.56–0.60) suggest consistent and homogeneous responses among participants. These results imply that employees in the studied organizations effectively adapt to AI systems, maintain psychological resilience, and experience high job satisfaction and performance, even under work pressure, reflecting a positive behavioral and psychological outlook toward workplace technological integration.

Table 4. Confirmatory Factor Analysis (CFA)

Variable	Number of Indicators	Σλ	Σλ²	Σε	AVE	CR	Status
AI Adoption (X1)	16	4.519	3.413	2.587	0.569	0.888	Valid
Work Pressure (X2)	16	5.809	4.236	3.764	0.530	0.900	
Psychological Resilience (X3)	20	3.364	2.835	1.165	0.709	0.907	
Job Satisfaction (Y)	17	4.576	3.511	2.489	0.585	0.894	
Employee Performance (Z)	17	3.161	2.508	1.492	0.627	0.870	

According to Table 4, all elements fulfill the standards for convergent validity, displaying AVE scores of over 0.50 and Composite Reliability (CR) scores higher than 0.70. These findings validate the presence of dependable and justified indicators for each element, aligning with the recommended criteria.

Table 5. Goodness of Fit Indices

GOF Size	Estimate	Test Results	Requirements
Chi-Square (X^2) Statistics (df = 313)	1.035	Good Fit	
P-Value	0.324		>0.05
Goodness-of-fit Index (GFI)	0.904		≥ 0.90
Root mean square error of approximation (RMSEA)	0.013		< 0.05
Expected cross-validation index (ECVI)	2.562		~1
Tucker-Lewis Index (TLI) or Non-Normed Fit Index (NNFI)	0.997		≥ 0.90
Normed Fit Index (NFI)	0.924		≥ 0.90
Adjusted Goodness of Fit Index (AGFI)	0.901		≥ 0.90
Incremental Fit Index (IFI)	0.997		≥ 0.90
Comparative Fit Index (CFI)	0.997		≥ 0.90
Parsimonius Goodness of Fit (PGFI)	0.697		~1
Parsimonious Normed Fit Index (PNFI)	0.765		~1

Table 5 shows the results of the Goodness of Fit (GOF), which indicate that the structural model meets all recommended criteria, confirming its suitability for further

analysis. The Chi-square value (χ^2 = 1.035, p = 0.324) is non-significant, suggesting a good correspondence between the model and the observed data. The indices GFI (0.904), AGFI (0.901), NFI (0.924), IFI (0.997), TLI (0.997), and CFI (0.997) all exceed the minimum threshold of 0.90, indicating that the model achieves a very good fit. The RMSEA value (0.013) also falls well below 0.05, implying a minimal approximation error and confirming an excellent overall model fit. Additionally, ECVI (2.562), PGFI (0.697), and PNFI (0.765) demonstrate that the model possesses acceptable parsimony and stability across samples. Thus, the tested model is considered to adequately represent the relationships among the studied variables and can be deemed robust for hypothesis testing.

The structural relationships among the research variables were examined using SEM-AMOS, and the standardized path coefficients are presented in Table 6. As illustrated in Figure 2, Artificial Intelligence adoption (X1), work pressure (X2), and psychological resilience (X3) are modeled as exogenous variables that directly influence job satisfaction (Y), which in turn affects employee performance (Z).

Table 6. Structural Path Coefficients

Hypothesized Path	Path Coefficient	t-statistic	p-value	Result
Artificial Intelligence Adoption (X1) → Job Satisfaction (Y)	0.134	1.856	0.001	Significant
Work Pressure (X2) → Job Satisfaction (Y)	0.372	4.614	0.003	Significant
Psychological Resilience (X3) → Job Satisfaction (Y)	0.473	5.521	0.002	Significant
Job Satisfaction (Y) → Employee Performance (Z)	0.976	10.331	<0.001	Significant

Based on Table 6, artificial intelligence adoption has a positive and significant effect on job satisfaction (β = 0.134; t = 1.856; p = 0.001). Similarly, work pressure demonstrates a significant positive influence on job satisfaction (β = 0.372; t = 4.614; p = 0.003), while psychological resilience shows the strongest direct effect on job satisfaction among the three predictors (β = 0.473; t = 5.521; p = 0.002). Furthermore, job satisfaction has a very strong and significant impact on employee performance (β = 0.976; t = 10.331; p < 0.001).

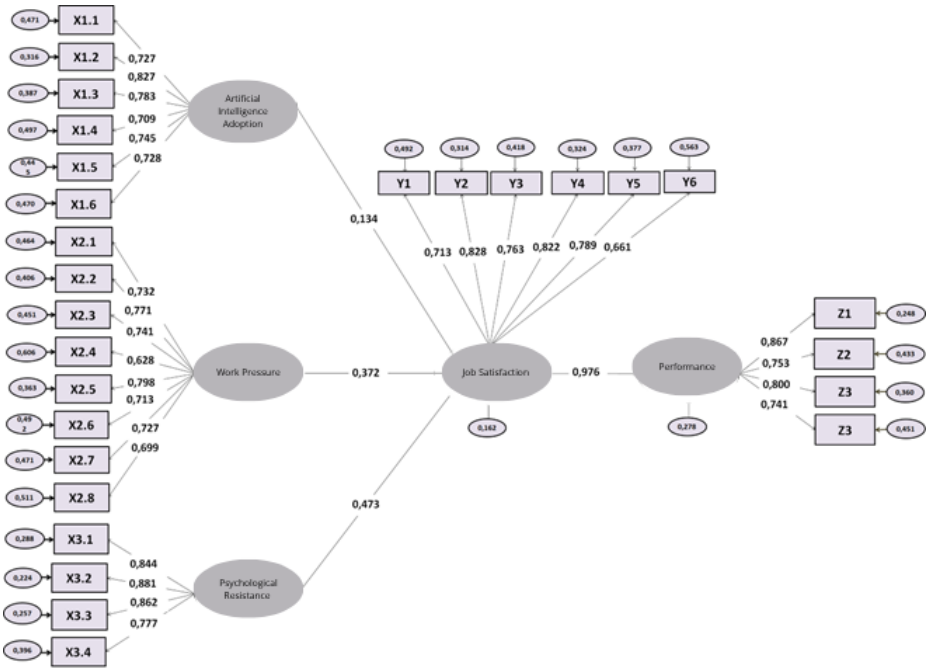

Figure 2. Structure of Relationships Between All Research Variables

Figure 2 shows that AI adoption, work pressure, and psychological resilience each have an interrelated impact on job satisfaction. By analyzing the correlation values and

path coefficients, we can determine the significance of the combined effects of AI adoption, work pressure, and psychological resilience on job satisfaction.

Table 7. Structural Path Coefficient Direct and Indirect Effects

Variable	Path Coefficient	Direct Influence	Indirect Influence			Total Influence
			AI adoption	Work Pressure	Psychological Resilience	
AI adoption	0.134	1.80%	-	3.79%	5.01%	10.59%
Work Pressure	0.372	13.84%	3.79%	-	14.11%	31.74%
Psychological Resilience	0.473	22.37%	5.01%	14.11%	-	41.49%
Total Influence						83.82%

Based on Table 7, the results indicate that psychological resilience contributes the largest total influence on job satisfaction (41.49%), followed by work pressure (31.74%) and Artificial Intelligence adoption (10.59%). These findings suggest that, although all three variables significantly affect job satisfaction, psychological resilience plays the most dominant role both directly and indirectly through interactions with other variables. Thus, as shown in Figure 2 and detailed in Tables 6 and 7, the combined effects of AI adoption, work pressure, and psychological resilience account for a substantial proportion of the variance in job satisfaction (total influence of 83.82%), highlighting the importance of both technological and psychological factors in shaping employee attitudes and performance.

DISCUSSION

The analysis indicates that artificial intelligence adoption has a positive but relatively weak effect on job satisfaction, suggesting that AI has not yet become a dominant driver of employee satisfaction. This aligns with the JD–R Model, which posits that technology functions as a job resource only when supported by sufficient individual and organizational readiness (Bakker & Demerouti, 2017). The findings contrast with Soulami et al. (2024), highlighting the need for human-centered system design, and align with Xu et al. (2023) and Giuntella et al. (2025), emphasizing AI literacy, employee involvement, and contextual readiness. Additionally, work pressure directly reduces job satisfaction, consistent with JD–R theory, as excessive demands lead to exhaustion and lower well-being (Bakker & Demerouti, 2017). This is supported by Kaur and Randhawa (2017), Nakata (2017), Hakro et al. (2022), Albalá-Genol et al. (2023), and Pebriasanty et al. (2024), all showing that heavy workloads, limited control, and prolonged hours diminish satisfaction, motivation, and loyalty. In Indonesia, target-driven systems lacking psychological support exacerbate the negative effects of work pressure on job satisfaction.

The findings indicate that psychological resilience plays a crucial role in enhancing job satisfaction. Employees who demonstrate higher levels of resilience are generally better equipped to manage stress and adapt to workplace challenges, which leads to more positive job evaluations. This result is consistent with the JD–R Model, which identifies psychological resilience as a personal resource that helps reduce the negative impact of job demands while improving well-being and job satisfaction (Bakker & Demerouti, 2017). Supporting evidence from Pebriasanty et al. (2024) shows that high work pressure tends to lower job satisfaction, particularly among employees with limited psychological resources. Similar conclusions were reported by Asfahani (2024), who found a strong relationship between resilience and job satisfaction among academics in Saudi Arabia. In addition, Shahrbabaki et al. (2023) confirmed that strong psychological resilience significantly improves job satisfaction and psychological well-being, especially under conditions of intense pressure and extended working hours.

The results of this study indicate that job satisfaction plays a decisive role in shaping employee performance. Higher levels of job satisfaction are associated with better

performance outcomes, supporting Herzberg's Two-Factor Theory, which explains that motivator factors such as recognition, achievement, and opportunities for self-development foster individual productivity (Herzberg, 1966). These findings are in line with Egenius et al. (2020), who reported that employees with higher job satisfaction tend to perform better, particularly when they perceive their work environment, compensation, and interpersonal relationships positively. Similarly, Mustapa and Mahmood (2016) found that job satisfaction significantly enhances performance through stronger intrinsic motivation and organizational commitment, especially within education and public service contexts. In the Indonesian higher education setting, this evidence highlights the importance of managerial practices that prioritize job satisfaction, including fair recognition, career development, balanced workloads, and institutional support for academic activities, as these factors contribute to improved employee performance and the overall quality of higher education outcomes.

The structural model results indicate that job satisfaction is positively shaped by technology adoption, work pressure, and psychological resilience. When technology is implemented appropriately and supported by adequate resources, it can enhance efficiency and ease workloads, thereby improving job satisfaction. Consistent with the JD–R framework, work pressure does not necessarily lead to negative outcomes; instead, it may foster motivation and satisfaction when balanced by strong psychological resources. Psychological resilience stands out as the most influential factor, enabling employees to cope with job demands, adjust to technological changes, and sustain motivation. Accordingly, organizations should adopt an integrated approach that combines effective technology use, well-managed work pressure, and resilience development to promote employee satisfaction and overall well-being.

CONCLUSION

This study examined the influence of Artificial Intelligence adoption, work pressure, and psychological resilience on job satisfaction and employee performance among employees. The results demonstrate that effective use of AI adoption can enhance both job satisfaction and performance by simplifying work processes, increasing efficiency, and improving decision accuracy. However, excessive work pressure was found to lower job satisfaction, emphasizing the importance of maintaining reasonable workloads and providing adequate support in AI-driven work settings. Meanwhile, psychological resilience appeared to be the most dominant factor contributing to job satisfaction, as it helps employees stay emotionally balanced and adaptive when facing organizational challenges. Moreover, the results support the idea that employee performance can be enhanced by job satisfaction. Workers who are happy with their jobs tend to exhibit higher levels of enthusiasm, commitment, and efficiency. This study refines the JD–R framework by positioning AI as both a supportive job resource and, potentially, a new form of job demand that requires careful management to prevent mental fatigue and work stress.

From a managerial standpoint, the results suggest that organizations should approach digital transformation with a balanced perspective combining technological advancement with a strong focus on employee well-being. Efforts such as resilience-building programs, supportive leadership practices, and adaptive workplace policies are essential to ensure that employees can thrive alongside technological change. Finally, the success of AI implementation does not depend solely on innovation or automation, but on how well organizations nurture human adaptability, resilience, and psychological health in the digital era. This study is limited by its context-specific scope and cross-sectional design, which may restrict generalizability and causal interpretation. The use of self-reported data also raises the possibility of response bias. Future research should apply longitudinal designs, examine diverse industries, and include variables such as technostress, leadership, and organizational support to deepen the understanding of AI's impact on employee outcomes.

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