



**Stemming the tide: Linking AI technology with workers retention**

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## Stemming the tide: Linking AI technology with workers retention

### Abstract

**Purpose-** The objective of this research is to examine the association of artificial intelligence (AI) awareness on workers retention and the boundary conditions-in the context of project organizations.

**Design/methodology/approach-** We collected time-lagged data from project organizations in China.

**Findings-** The results showed that AI awareness predicted workers turnover intention. Moreover, this association was moderated via supervisor support.

**Practical implications-** This research provides several practical implications aimed at timely communication, training and automation guide for helping firms to foster healthy workplace climate, support, and workers retention.

**Originality/value-** The rise of AI and its potential impact on manpower is a popular topic. Yet, the evidence of project workers awareness of such potential effects on their retention is scant. Therefore, this study broadens our understanding of the association of AI awareness on turnover intention and boundary conditions-in the context of project organizations.

**Keywords:** AI awareness, turnover intention, supervisor support, competitive climate, project organizations

### Introduction

The rapid growth in artificial intelligence (AI) applications is anticipated to bring major modifications to several business industries for example project industries (Chandra and Rahman, 2024). Project organizations are tactically using AI as important business duties for aiding

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3 numerous day-to-day operations difficulties. These organizations are utilizing AI to rationalize  
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5 service process, minimize risks and expedite duties conventionally carried out by service  
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7 workers (Vlahov Golomejić and Obradović Posinković, 2023). Thus, AI is evidential more often  
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9 in several project industries globally. The arrival of such latest technology in a dynamic  
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11 conditions has aided today's project organizations to now utilize AI to generate more customized  
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13 and unforgettable experience for service while also decreasing organization labor costs. Yet, the  
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15 probable impact that utilization of AI could have on working connections linked to higher  
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17 performance and lower costs accounted to replacing manpower is scant (Bento *et al.*, 2022;  
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19 Müller *et al.*, 2024). The AI launching in the firm could negligently generate mental harm to  
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21 workers and their psychological sentiments linked to view of firm affiliation and perseverance.  
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23 This unfavorable work stance may encourage workers to consider and make career change  
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25 decision. Accordingly, the first aim of this research is to examine the association between AI  
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27 awareness and turnover intention within project organizations. The continuing AI growth would  
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29 have major impact on firm employment overview, work time, workers association with  
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31 colleagues and bosses, and wages scheme. Firms are more seemingly taking up AI as utilization  
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33 of these cost-cutting measures may help economic progress via efficiency gains in the firm  
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35 (Vlahov Golomejić and Obradović Posinković, 2023).  
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43 Firm administration should reduce probable danger to work due to AI via formation of ambience  
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45 with inside system of quality internal communication and flowing conversation between bosses  
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47 and workers (Borges *et al.*, 2021). For instance, the use of continued training and automation  
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49 guide helps for fostering healthy workplace associations. Workers reply to higher level of firm  
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51 support with greater firm perseverance (Bahadır *et al.*, 2024). Hence, the link between AI  
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53 cognizance and intent to quit the job may be alleviated via workers feelings regarding the degree  
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3 the firm focuses on progressing their corporate goals and gains in the work. Hence, perception of  
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5 supervisor support (PSS) could be viewed as moderator of the link between workers AI  
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7 cognizance and their turnover intent in that the link will be attenuated when such workers  
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9 identify a greater degree of supervisor assistance. The second goal of our research is to  
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11 investigate whether project workers PSS moderates the link joining AI awareness and job  
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13 retention.  
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16  
17 Presently, firms operate in a period attributed to latest technologies which has majorly modified  
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19 the technique of work handling and execution (Borges *et al.*, 2021; Cubric, 2020). Many firms  
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21 can now opt for option for lowering burden and increasing competitiveness via empowering  
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23 modern technology such as AI (Gruetzemacher and Whittlestone, 2022). As technology  
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25 becoming modern and automatic, AI would be accessible, faster, and way more dependable than  
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27 people. Given the accuracy, endless determination, and higher ability of automation, today firms  
28  
29 would preserve financial means in many disciplines via exercising AI instead of people to  
30  
31 execute duties (Chaphalkar *et al.*, 2015; Costantino *et al.*, 2015; Elmousalami, 2021; Faghihi *et*  
32  
33 *al.*, 2014; Holzmann *et al.*, 2022; Jin and Zhang, 2011; Liu *et al.*, 2019; Nemati *et al.*, 2002;  
34  
35 Wang *et al.*, 2012; Wauters and Vanhoucke, 2016). In the competitive settings, AI use would  
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37 unavoidably stir up workers to become adversaries for credit, reward and advancement (Raisch  
38  
39 and Krakowski, 2021). Prior inquiry has indicated that workers likely terminate job when they  
40  
41 encounter stress under competitive settings (Zahn *et al.*, 2023). The link between AI cognizance  
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43 and intent to quit is apparently intensified in the presence of greater competitive psychological  
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45 climate (CPC). Hence, its anticipated that in the context of project organizations, CPC would  
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47 moderate the link joining AI cognizance and workers intent to quit in that the CPC would  
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49 intensify the positive effect that AI cognizance has on employees turnover intention. Hence, the  
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3 third goal of our research is to investigate CPC as moderator in the link joining AI awareness and  
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5 turnover intention among project workers (Figure 1).  
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## 8 **Literature review**

### 9 **AI and turnover intention**

10 AI is the modeling of people's abstraction mechanism that aids computing network to  
11  
12 spontaneously master from events and complete human comparable duties for enhancing  
13  
14 everyday activities (Cubric, 2020). AI can command machine to perform key duties. The rise of  
15  
16 machines has created new options for people to work beside machines to enhance results.  
17  
18 Utilization of AI in project organization is increasing to improve services processes and  
19  
20 experience and minimize risks. Largely the previous studies on manpower have underscored on  
21  
22 whether workers will be displaced by AI trend (Raisch and Krakowski, 2021). Cubric (2020)  
23  
24 hinted that it can unavoidably produce a probable greater turnover across various professions and  
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26 sectors if firms continue adopting AI at work. Brougham and Haar (2018) also highlighted the  
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28 same idea that workers sense depreciating and overlooked when firms strongly consider modern  
29  
30 technological choices for manpower for instance AI. In particular, researchers explored the  
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32 impact of STARA perception on selective important work results and have found that strong  
33  
34 negative link prevails between STARA perception and work results for instance perseverance  
35  
36 and employment contentment. One key findings of (Brougham and Haar, 2018) research was  
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38 that workers STARA perception demonstrated a significant positive impact on intent to quit.  
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40 Hence, if modern automation makes workers feel unsafe or upset regarding future potential and  
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42 work outlook, then workers tend to consider quitting from their present job with the firm. Hence  
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52 **H1:** Workers AI awareness has a positive impact on their turnover intention.  
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### 55 **Supervisor Support as a moderator**

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3 Workers envisage their firm to rate their offering and wellbeing. Activities executed by people  
4 inside the firm (e.g. supervisor and top management) are not considered as individual activities  
5 or reasons, instead as firm activities. Since supervisor's functions as firm's agent, they have duty  
6 for leading, assessing and assisting their workers (Kalemci Tuzun and Arzu Kalemci, 2012).  
7

8 Hence, workers tend to look their supervisor as firms personification. Workers sees favorable or  
9 unfavorable work encounter with superiors as sign of support (or absence thereof) from firm.  
10

11 Supervisory support is a firm path through which workers get insights about how best they are  
12 (or are not) matching to the firm (Li *et al.*, 2022). Supervisor as firm's agent, assist to personify  
13 culture and can aid to generate fit between employment and workers skills. Immediate  
14 supervisors are usually the closest firm's agent to the workers and have the capability to  
15 communicate the firm's motivation directly to their subordinates (Dawley *et al.*, 2010).  
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17

18 Workers build opinion regarding the extent to which their firms believe them and appreciate their  
19 part and attend to their welfare. These opinions are attaining popularity and acknowledgement as  
20 a key factor in evaluation of their perceived supervisor support (PSS) (Baran *et al.*, 2012). PSS  
21 concentrates on robust support offered by supervisor to encourage workers at all levels to build  
22 efficient mindset and develop winning workspace (Ahmed and Nawaz, 2015; Rhoades and  
23 Eisenberger, 2002; Riggle *et al.*, 2009). PSS has become one of the key schemes to aid workers  
24 drastically lower stress level and getting back harmonious lifestyle.  
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27 Technology industry has risen considerably in last decades. Yet modern machine is a unique  
28 stressor at job setting, related to stimulating greatly unfavorable work results linked with  
29 detrimental work association, generating higher job threat and uncertainty about future job  
30 outlook (Cubric, 2020). Today's workers are required to deal with not only with daily problems  
31 of the work, but also with changing impact of technology. When employee's sense endangered  
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3 as their skills becomes corroded via constantly changing progress in work technology, they likely  
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5 suffer amplified amount of worry, sorrow, and disappointment (Borges *et al.*, 2021). Hence,  
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7 supervisor and job safety should eliminate those unfavorable job settings to stop and/or decrease  
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9 any work associated psychological strain to facilitate dedicating more focus to offering workers  
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11 with suitable job settings (Baran *et al.*, 2012). Prior research suggests a considerable decrease in  
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13 workers emotional stress and exhaustion when they identify abundance of supervisor support  
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15 (Lee, Yeh, *et al.*, 2022). An efficient supervisory support scheme consist of such positive work  
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17 settings as equity, preparation, independence, fulfilling and job stressor handling techniques, etc,  
18  
19 all of them could decrease workers overall degree of stress and aid them to recover a feeling of  
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21 command inside the work (Baran *et al.*, 2012). Supervisor assistance ensures workers that  
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23 company is behind them as they deal with and carry out their duties (Akgunduz and Sanli, 2017;  
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25 Cicek *et al.*, 2021; Ekrot *et al.*, 2018; Gordon *et al.*, 2019; Huang *et al.*, 2021; Marchand and  
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27 Vandenberghe, 2016; Srivastava and Agrawal, 2020). Hence by offering workers with a  
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29 supportive job settings, attainable workloads, and increased independence, PSS can assist and  
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31 alleviate the unfavorable results of AI in the work via enhancing their workers overall welfare  
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33 and level of employment contentment. Confirming this idea, prior inquiry has found that workers  
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35 are more contented with their work and are less likely to relocate or quit their job when the job  
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37 settings was supportive (Ekrot *et al.*, 2018). Thus, it is expected that the impact of workers AI  
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39 cognizance on their intention to quit is moderated via PSS in that the link is attenuated by higher  
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41 level of PSS. Therefore,  
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50 **H2:** PSS moderates the association between workers AI awareness and turnover intention so that  
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52 the association is attenuated when workers experience high level of supervisor support.  
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55 **Moderating role of competitive psychological climate**  
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3 Competitive psychological climate (CPC) indicates the degree to which workers sense their work  
4 productivity and is subject to their comparative position among their colleagues (Brown *et al.*,  
5 1998). Abundance of firms try to distinguish their commodity from others in common market  
6 (Fletcher *et al.*, 2008; Jones *et al.*, 2017; Lam, 2012; O'Neill and Arendt, 2008). Competition  
7 among businesses improves efficacy, generates improved serving and outputs, and decreases  
8 expenditures whereas setting up further functional consistency (Swab and Johnson, 2019).  
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10  
11 An AI program can be aimed to improve process effectiveness and improve overall service  
12 (Gruetzemacher and Whittlestone, 2022). AI program can produce stressful settings as work  
13 competition can split colleagues via hoarding and not sharing information with each other and  
14 generating harmful workspace (Peng *et al.*, 2021). The growth of AI has resulted in programs  
15 which are now having extreme influence on work. Because of absence of employment security  
16 and advent of such technologies, workers are compelled to become adversaries for credits,  
17 rewards and advancements from their firms. Hence, with the advent of AI in every day, the  
18 competitiveness among workers is becoming amplified (Wolf *et al.*, 2021). Workers have started  
19 feeling greater degree of CPC as firms are keenly matching their productivity with other  
20 colleagues while continuing extremely anxious and stressful everyday settings with AI. An  
21 increased level of CPC at work has demonstrated to add more painful duties and has shown to  
22 contribute to long run unfavorable impact on workers action, sparking low performance (Lee,  
23 Sok, *et al.*, 2022; Swab and Johnson, 2019). Hence workers who labor in increased degree of  
24 CPC tend to terminate their employment due to higher inner stress from rival colleagues and  
25 increased standards of anticipation from senior management. Hence  
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52 **H3.** CPC moderates the association between workers AI awareness and turnover intentions so  
53 that the association is intensified in the presence of high level of CPC.  
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<Figure 1 >

Source: Adapted from Li et al.,(2019)

## Method

### Research context and participants

We collected data in two-wave from project organization which has recently incorporated AI technology in their operations in China's eastern province. Participants have experience of working with AI to serve customers in the present job. At time 1, workers rated their AI awareness, supervisor support, competitive psychological climate and demographics. At time 2 (one month after T1), workers rated their turnover intention. All the surveys were properly coded and matched. Out of total 340 surveys, we collected 185 final usable surveys (54%). Following the recommended suggestion (Brislin, 1980), and standard translate-back translate approach the English language surveys was converted into Chinese and back. Translation process was independently managed by two Chinese professor's proficient with both these languages.

### Measures

We used five points rating scale (1=strongly disagree and 5=strongly agree), unless mentioned. AI awareness was measured using four items scale from (Brougham and Haar, 2018). Sample item includes 'I think AI might replace our jobs'. Turnover intention was measured using five item scale from (Dysvik and Kuvaas, 2008). Sample item includes 'I do not see many prospects for the future in this organization'. Supervisor support was measured using nine item short scale adapted from (Eisenberger et al., 1986, 1990). Sample item includes 'My supervisor is supportive of my goals and values'. Competitive psychological climate was measured using four items scale from (Fletcher *et al.*, 2008). Sample item includes 'The reward I receive depends upon my performance compared to my colleagues'.

## Correlation

Details regarding descriptive statistics and reliability are shown in Table 1.

<Table 1>

## Results

SPSS process macro was used to test the hypothesized model using model 2 (Hayes, 2013). Table 2 showed that AI awareness has a positive relationship with turnover intention ( $\beta = 0.35$ ,  $t = 6.55$ ,  $p < 0.001$ ). Hence H1 is supported. Table 2 also showed that supervisor support ( $\beta = -0.17$ ,  $t = -3.72$ ,  $p < 0.001$ ) moderates the relationship between AI awareness and turnover intention. Hence H2 is supported. Finally, Table 2 showing the non-significant moderating effect of competitive psychological climate ( $\beta = 0.02$ ,  $t = 0.62$ ,  $p > 0.05$ ). Hence H3 is non-supported.

<Table 2 >

## Discussion and theoretical implication

Firms in today's market competition needs exceptional degree of adaptability, providing various ideas and services. Also, firms need to be effectual, responsive, and cost-effective, approaching the point above what is now anticipated from individuals (Swab and Johnson, 2019). Fast-paced idea of AI is stepping up at exceptional degree, generating new firm avenues resulting into continued growth (Borges *et al.*, 2021). AI has been increasingly used in project industry. In the project operations, the usual advantages of AI include lowering costs and risks, enhancing precision, reliability and speed. Also, AI programs can improve service process via novel, delightful and interactional scheme for service deliverance. Hence so many projects are adapting AI in their service operations to improve their existing effective business blueprint. Despite AI

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3 execution for project serving automatism is currently progressing at a fast rate, limited attention  
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5 to its influence on job retention among project organizations has yet to be addressed (Bento *et al.*,  
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7 2022; Müller *et al.*, 2024). This research fills this gap by presenting detailed information about  
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9 project workers, their AI cognizance and job relations.  
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13 This research adds to AI and HRM literature particularly workers AI perception as a key cause of  
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15 their intention to quit the project organization and perhaps the sector totally. This finding in  
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17 project setting complements and expands prior study that demonstrated that those workers  
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19 opting to stay with the firms will be impacted by AI (Li *et al.*, 2019). Workers retention has  
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21 traditionally been one of the major problem facing the project organizations, and remains as  
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23 sector major problem (Bambacas and Kulik, 2013). Specifically, turnover intent is considered to  
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25 have a mainly unfavorable influence on firms and particularly regarding lower performance and  
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27 lower workers morale. For project organizations to lower turnover intention, they first know the  
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29 major reason for why workers defect to other project organizations or sectors. Hence it is vital to  
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31 spot the causes of turnover intent early for project organizations so to enhance workers passion  
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33 and perseverance to work and attain competitive advantage (Bolt *et al.*, 2022; Griffeth *et al.*,  
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35 2000). As most of project workers operate in direct service role wherein they do not have much  
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37 say above how modification in everyday systems are normally executed and managed, they may  
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39 be increasingly alert about forthcoming modification relating to novel AI programs, which give  
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41 them drive for building reasons of greater turnover intention. This research result confirms that  
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43 project workers having higher understanding of AI tend to have greater unfavorable impact on  
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45 retention. This result adds great value to extant theoretical foundation partaking project workers  
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47 perception of AI and their turnover intentions. If personnel department in project organization  
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49 can now expect greater level of turnover intention with serving workers anytime the business is  
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3 starting AI applications in numerous project departments, there can be mechanism established by  
4 project organizations to offset these unfavorable sentiments and lower the manpower defects.  
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8 This research also adds to novel insight about AI as its results substantiated that workers  
9 perceived supervisor support alleviates the link involving AI awareness and turnover intent.  
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12 Brougham and Haar (2018) study urged further concentration about moderating role in exploring  
13 workers perception of AI linked to results. Our study not only responds to (Brougham and Haar,  
14 2018) call, but clarifies added insights on exploring how AI cognizance and PSS when joined,  
15 impact workers turnover intention. This novel research result shows that the link joining AI  
16 cognizance and turnover intention alleviates with high level assistance obtained by workers from  
17 their firm while such workers activities are acknowledged and incentivized. Prior research have  
18 shown that moderating impact of support on the link joining job outlook and action, wherein  
19 support was shown to lower the unfavorable impact of perceived stress on productivity (Riggle *et*  
20 *al.*, 2009). Using project organization as a setting, this research again substantiated the impact of  
21 PSS demonstrating that PSS moderates the link joining AI cognizance and turnover intention so  
22 that it would alleviates the positive influence of AI cognizance on turnovers intention as further  
23 assistance is evidenced via such projects to their workers. Our findings are in line with prior  
24 study findings that suggest improving work support from administration has shown to improve  
25 performance and lower stress (Rhoades and Eisenberger, 2002; Riggle *et al.*, 2009). This implies  
26 that those project workers who get sufficient acknowledgement and sense that their effort is  
27 appreciated are more passionate and productive than those who do not sense appreciated and/or  
28 acknowledged at work.  
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52 Perhaps the most important addition of this study via the result linked with investigating the  
53 moderator competitive climate in the link between AI awareness and turnover intentions. The  
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3 data failed to substantiate that CPC moderates the link joining AI cognizance and turnover intent.  
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5 Yet, as anticipated CPC has positive relationship with turnover intention. This demonstrates that  
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7 the chances of workers turnover intention become high while workers sense that they are  
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9 operating in a high competition settings. Building AI applications to enhance people productivity  
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11 is an interesting idea, but eventually it's the workers that become adversaries. Competitive  
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13 climate builds unfavorable association at work, resulting into high level of work defection and  
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15 discontent (Swab and Johnson, 2019). Theoretical addition is vital with these results because  
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17 firms use competitiveness to leverage gain over their opponents. If firms can not keep a  
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19 passionate and productive manpower that is faithful to the firm, the avenue for those firms to  
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21 grasp the competitive edge reduces. Eventually, turnover has a role in having an unfavorable  
22  
23 influence on morale and performance. Hence identification of those elements generating  
24  
25 unfavorable competitive climate are significant to firm's endurance and prosperity.  
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### 31 **Practical implications**

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33 Since great costs linked with turnover intention, it is significant for project personnel department  
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35 to put into practice numerous alleviation schemes to lower the harshness of those unfavorable  
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37 influence of AI programs. Project organizations should realize through this finding that low  
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39 skilled spots comprising regular, repetitious serving activities are at danger of being substituted  
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41 via AI (Raisch and Krakowski, 2021). To lower workers turnover in project organizations and  
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43 guarantee workers are keeping up-to-date with market tendencies and new activities, personnel  
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45 department should reflect on building and executing corporate training scheme on a regular  
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47 interval and long run period to enable workers in building a favorable view of their own skill  
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49 maturity. This research result provide important developmental knowledge for personnel  
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54 managers operating in project organizations encountered by retention problems led by workers  
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3 that articulated intention to quit the job because of AI execution. Research findings have  
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5 evidently showed that there is a link between workers AI awareness and their turnover intentions.  
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8 This research also shows that turnover intention alleviates while higher workers support is  
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10 available in the firm. Supervisor or firm support may take numerous types, comprising soft skill  
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12 growth for instance communications, team work and team building, problem solving, analytical  
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14 thinking, learning, leadership, interpersonal skills, creative thinking, time management, and  
15  
16 conflict resolution. Evidence demonstrates that workers that look to include such important soft  
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18 skills into every day activities in today's rapid moving, tech-motivated setting likely tolerate  
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20 regular work stress and enhance overall wellbeing (Kelloway *et al.*, 2023).  
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25 Second. This research result showed that the impact of turnover intentions was alleviated while  
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27 supervisor assistance was high, substantiating and expanding the finding in project settings (Li *et*  
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29 *al.*, 2019). Hence, for the purpose of improving prosocial work activities toward other people,  
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31 project firms should make sure that support is available to their workers. As manpower is  
32  
33 important ingredient in firm's prosperity, attempts should be dedicated to enhance workers PSS,  
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35 for the purpose of making them feel acknowledged and appreciated, which lead to healthy firm  
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37 climate, and eventually result in keeping a lower turnover rate which is important in obtaining  
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39 prosperity. There are numerous ways project top management can display their admiration for  
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41 workers. For instance supervisors can devise support scheme in place and persuade project  
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43 workers to build favorable associations. One way can be via offering coffee or meal breaks  
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45 during working hours to enhance inner communications via necessitating all team workers to  
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47 partake in healthy dialogues and breakout sessions. Also, management should appreciate the  
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49 significance of harmonious lifestyle to keep a well manpower. Stimulating workers to continue  
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51 pastimes outside of their job duties is a key aspect of harmonious lifestyle. These pastimes can  
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3 assist them feel prepared to lower stress and best setting up their own preferences. Moreover,  
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5 management can execute and handle job flexibility via devising improved job structures and  
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7 assisting workers in setting up their job (Wright and Ulrich, 2017).  
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11 Lastly, this research demonstrated the positive link between CPC and turnover intention. A  
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13 favorable level of CPC is associated to higher firm productivity and workers performance (Swab  
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15 and Johnson, 2019). A healthy competition increases synchronization, mutual gains, and  
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17 admiration, which can lower the possibility for work-life disagreement and the difficulty  
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19 associated with it. Workers would be driven and devoted if their management is opting to  
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21 execute competitive scheme in their project organizations to enhance wellbeing of their  
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23 manpower. Yet, a worker that operates at a degree of extreme job strain and in a competition  
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25 settings with an aspiration to surpass their associates can eliminate delight from daily activities,  
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27 and undergo direct unfavorable impact on their work related wellbeing and emotional health. The  
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29 strain that persuades them to do further, improved and quicker can generate lower degree of job  
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31 quality and higher health expenditures and truly lowers workers retention. To lower rivalry at job,  
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33 management should craft a job setting with uprightness and sincerity in all situations rooted on  
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35 faith, admiration and thoughtfulness. For instance management can build integrity culture by  
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37 carrying out personnel meetings that persuades workers to asking questions and review their  
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39 anticipations to enhance faith and mutual admiration. Management should consistently  
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41 encourage encounter with workers to enhance a feelings of community among workers at job.  
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43 Personnel department in project settings should keep and stimulate a better connection with and  
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45 among their workers to enhance their belongingness which would help to enhance workers  
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47 retentions.  
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#### 54 55 **Limitation and future direction** 56 57 58 59 60

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3 This research has some shortcomings which provide avenues for future studies. First, although  
4 we collected time-lagged data to reduce CMB, however future studies can use longitudinal  
5 design. Second, this study was based on project organizations in one geographical region,  
6 China's eastern province. Thus future studies can collect the data from different settings in other  
7 regions or countries to further validate the findings. This study examines the role of support and  
8 competitive climate on the link between AI awareness and turnover intentions, future research  
9 can test other interventions and other mechanism that can influence turnover intentions. Further  
10 it can be interesting to assess if variance may present in level of workers insights among  
11 departments regarding unfavorable perceptions about AI applications execution and turnover  
12 intentions. In addition, exploring about reward mechanism and type of workers recognition that  
13 most suitable in this situation would be interesting to explore (Chatterjee *et al.*, 2022).  
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**Table 1:** Intercorrelations, descriptive statistics, and reliabilities among the latent variables

Source: Author's own creation

	variables	mean	SD	1	2	3	4	5	6	7
1	gender	.51	.50	-						
2	age	30	7.0	.03	-					
3	tenure	2.75	1.02	.03	.05	-				
4	AI	2.67	1.23	.11	-.03	.02	(.92)			
5	Turnover Intention	2.24	1.13	-.05	.09	.02	.53**	(.90)		
6	Supervisor support	3.48	1.15	-.03	.02	.01	-.25**	-.58**	(.93)	
7	Competitive psychological climate	2.40	1.00	.06	.07	.07	.37**	.25**	.02	(.90)

Note: \* $p < .05$ ; \*\* $p < .01$  (Two-tailed); figures in parentheses are alpha internal consistency reliabilities; for gender, 0 = 'female', 1 = 'male', for tenure, 1 = 'less than 1 year,' 2 = between '1-3 years,' 3 = between '4-5 years'; and 4 = '6 years and above.

**Table 2:** Results of regression analysis

Source: Author's own creation

antecedents	dependent variable			
	turnover intention			
	$\beta$	SE	t	$R^2$
				.54
constant	2.17	.06	34.30***	
AI	.35	.05	6.55***	
Organizational support	-.34	.06	-5.18***	
AI $\times$ organizational support	-.17	.04	-3.72***	
Competitive psychological climate	.18	.06	2.92**	
AI $\times$ Competitive psychological climate	.02	.04	0.62	

Note: \* $p < .05$ ; \*\* $p < .01$ ; \*\*\* $p < .001$ ; Unstandardized regression coefficients are shown; Bootstrap sample size=5000;

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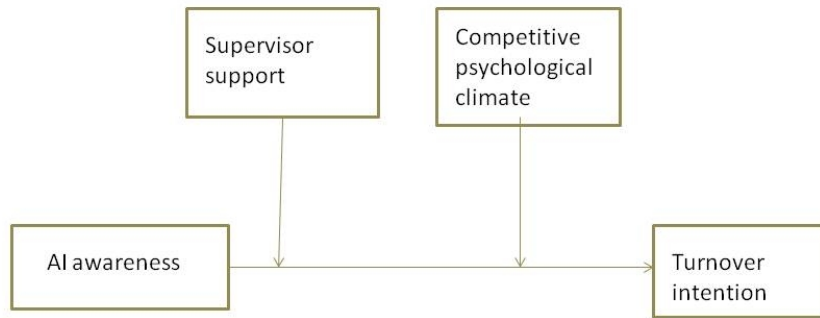


Figure 1 A proposed model

A proposed model

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