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**“GLOBAL RAQAMLI INTEGRATSIYALASHUV:
2030-YILGACHA YASHIL IQTISODIYOTGA O'TISHDA
TEXNOLOGIK VA INDUSTRIAL SANOATNI RIVOJLANTIRISH
ORQALI MIKRO VA MAKROIQTISODIY BARQAROR
O'SISHNI TA'MINLASH DOLZARBLIGI”**

**“GLOBAL DIGITAL INTEGRATION: THE RELEVANCE OF
ENSURING MICRO AND MACROECONOMIC SUSTAINABLE
GROWTH THROUGH TECHNOLOGICAL AND INDUSTRIAL
DEVELOPMENT IN THE TRANSITION TO A GREEN
ECONOMY BY 2030”**

**«ГЛОБАЛЬНАЯ ЦИФРОВАЯ ИНТЕГРАЦИЯ:
АКТУАЛЬНОСТЬ ОБЕСПЕЧЕНИЯ УСТОЙЧИВОГО
МИКРО- И МАКРОЭКОНОМИЧЕСКОГО РОСТА ЧЕРЕЗ
РАЗВИТИЕ ТЕХНОЛОГИЧЕСКОЙ И ИНДУСТРИАЛЬНОЙ
ПРОМЫШЛЕННОСТИ В ПЕРЕХОДЕ К ЗЕЛЁНОЙ
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- 05.01.00 – Axborot texnologiyalari, boshqaruv va kompyuter grafikasi
- 05.01.01 – Muhandislik geometriyasi va kompyuter grafikasi. Audio va video texnologiyalari
- 05.01.02 – Tizimli tahlil, boshqaruv va axborotni qayta ishlash
- 05.01.03 – Informatikaning nazariy asoslari
- 05.01.04 – Hisoblash mashinalari, majmualari va kompyuter tarmoqlarining matematik va dasturiy ta'minoti
- 05.01.05 – Axborotlarni himoyalash usullari va tizimlari. Axborot xavfsizligi
- 05.01.06 – Hisoblash texnikasi va boshqaruv tizimlarining elementlari va qurilmalari
- 05.01.07 – Matematik modellash
- 05.01.11 – Raqamli texnologiyalar va sun'iy intellekt
- 05.02.00 – Mashinasozlik va mashinashunoslik
- 05.02.08 – Yer usti majmualari va uchish apparatlari
- 05.03.02 – Metrologiya va metrologiya ta'minoti
- 05.04.01 – Telekommunikatsiya va kompyuter tizimlari, telekommunikatsiya tarmoqlari va qurilmalari. Axborotlarni taqsimlash
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- 05.05.06 – Qayta tiklanadigan energiya turlari asosidagi energiya qurilmalari
- 05.06.01 – To'qimachilik va yengil sanoat ishlab chiqarishlari materialshunosligi
- 05.08.03 – Temir yo'l transportini ishlatish
- 05.09.01 – Qurilish konstruksiyalari, bino va inshootlar
- 05.09.04 – Suv ta'minoti. Kanalizatsiya. Suv havzalarini muhofazalovchi qurilish tizimlari
- 10.00.06 – Qiyosiy adabiyotshunoslik, chog'ishtirma tilshunoslik va tarjimashunoslik
- 10.00.04 – Yevropa, Amerika va Avstraliya xalqlari tili va adabiyoti
- 08.00.01 – Iqtisodiyot nazariyasi
- 08.00.02 – Makroiqtisodiyot
- 08.00.03 – Sanoat iqtisodiyoti
- 08.00.04 – Qishloq xo'jaligi iqtisodiyoti
- 08.00.05 – Xizmat ko'rsatish tarmoqlari iqtisodiyoti
- 08.00.06 – Ekonometrika va statistika
- 08.00.07 – Moliya, pul muomalasi va kredit
- 08.00.08 – Buxgalteriya hisobi, iqtisodiy tahlil va audit
- 08.00.09 – Jahon iqtisodiyoti
- 08.00.10 – Demografiya. Mehnat iqtisodiyoti
- 08.00.11 – Marketing
- 08.00.12 – Mintaqaviy iqtisodiyot
- 08.00.13 – Menejment
- 08.00.14 – Iqtisodiyotda axborot tizimlari va texnologiyalari
- 08.00.15 – Tadbirkorlik va kichik biznes iqtisodiyoti
- 08.00.16 – Raqamli iqtisodiyot va xalqaro raqamli integratsiya
- 08.00.17 – Turizm va mehmonxona faoliyati

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THE IMPACT OF ARTIFICIAL INTELLIGENCE ON EMPLOYEES' PSYCHOLOGICAL SAFETY: THE MEDIATING ROLE OF TRUST

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Abstract. This study examines the impact of artificial intelligence (AI) on employees' psychological safety, focusing on the mediating role of trust in AI. The findings suggest that transparent, fair, explainable, and human-centered AI systems can strengthen employee trust and contribute to a psychologically safe work environment. In contrast, lower levels of trust may increase uncertainty and reduce acceptance of AI-based systems. The study highlights the importance of ethical AI governance, algorithmic transparency, employee participation, and human oversight in supporting psychological safety in AI-enabled workplaces.

Keywords: artificial intelligence, psychological safety, trust in AI, algorithmic transparency, ethical AI, human-centered AI.

Annotatsiya. Mazkur tezisda sun'iy intellektning xodimlar psixologik xavfsizligiga ta'siri hamda bunda Slga bo'lgan ishonchning vositachilik roli tahlil qilinadi. Natijalar shaffof, adolatli, tushuntiriladigan va insonga yo'naltirilgan SI tizimlari xodimlar ishonchini mustahkamlashi hamda psixologik xavfsiz mehnat muhitini shakllantirishga xizmat qilishini ko'rsatadi. Aksincha, ishonch darajasining pastligi noaniqlikni kuchaytirishi va SI tizimlarini qabul qilishni kamaytirishi mumkin. Tadqiqot axloqiy SI boshqaruvi, algoritmik shaffoflik, xodimlar ishtiroki va inson nazoratining ahamiyatini ta'kidlaydi.

Kalit so'zlar: sun'iy intellekt, psixologik xavfsizlik, Slga ishonch, algoritmik shaffoflik, axloqiy SI, insonga yo'naltirilgan SI.

Аннотация. В тезисе рассматривается влияние искусственного интеллекта на психологическую безопасность работников с акцентом на посредническую роль доверия к ИИ. Результаты показывают, что прозрачные, справедливые, объяснимые и человекоцентричные системы ИИ способны укреплять доверие работников и способствовать формированию психологически безопасной рабочей среды. Напротив, низкий уровень доверия может усиливать неопределенность и снижать принятие систем ИИ. В исследовании подчеркивается важность этического управления ИИ, алгоритмической прозрачности, участия работников и человеческого контроля.

Ключевые слова: искусственный интеллект, психологическая безопасность, доверие к ИИ, алгоритмическая прозрачность, этический ИИ, человекоцентричный ИИ.

INTRODUCTION

Artificial intelligence has become an increasingly important component of modern organizational management. AI-based systems are currently used in recruitment, employee performance evaluation, workforce planning, automated scheduling, decision support, HR analytics, and continuous monitoring of work processes. These technologies allow organizations to process large volumes of information, improve the speed of decision-making, and provide data-driven recommendations. However, the introduction of AI into the workplace is not only a technological transformation. It also changes the psychological environment in which employees perform their duties. Employees may experience uncertainty regarding how AI systems make decisions, whether algorithmic assessments are fair, how personal data are used, and how AI technologies may change the role of human judgment [3].

These concerns are especially important in the context of psychological safety. Psychological safety refers to employees' perception that they can express ideas, ask questions, admit mistakes, and raise concerns without fear of adverse interpersonal or organizational consequences. When employees perceive the organizational environment as psychologically safe, they are more likely to participate actively in communication, knowledge sharing, innovation, and collaborative problem-solving [7]. In AI-enabled workplaces, psychological safety may depend substantially on employees' trust in artificial intelligence. Previous research indicates that employees are more willing to accept and effectively use AI-based systems when they perceive them as reliable, transparent, fair, and ethically implemented. In contrast, insufficient trust may result in resistance, reduced engagement, and concerns about monitoring practices and the fairness of evaluation. Therefore, trust can be considered an important psychological mechanism connecting AI implementation with employees' perceptions of safety in the



workplace [1].

The purpose of this study is to examine the impact of artificial intelligence on employees' psychological safety and to explain the mediating role of trust in this relationship.

Theoretical Background. Artificial Intelligence and the Workplace. AI-based technologies may function as organizational resources when they help employees perform tasks more effectively, reduce routine workload, support decision-making, and provide timely feedback. At the same time, poorly governed AI systems may become an additional source of job demands by increasing uncertainty, monitoring intensity, or perceived loss of autonomy [6]. The Job Demands–Resources perspective provides a useful explanation for this dual effect. If employees perceive AI as a supportive resource, it may improve their work experience. If they perceive it as highly controlling, insufficiently transparent, or potentially concerning, the same technology may generate stress and insecurity [8]. Thus, the organizational impact of AI depends not only on its technical capabilities but also on how employees perceive and experience its use.

Trust in Artificial Intelligence. Trust in AI can be defined as employees' belief that an AI system is reliable, competent, transparent, fair, and designed to minimize unjustified adverse outcomes. In organizational environments, trust becomes particularly important when AI systems influence decisions related to performance evaluation, recruitment, promotion, compensation, or work allocation. Several characteristics contribute to trust formation. First, AI systems should be transparent enough for employees to understand how decisions are produced. Second, algorithmic decisions should be perceived as fair and free from unjustified bias. Third, employees should be confident that personal and professional data are protected. Fourth, organizations should preserve an appropriate level of human oversight over important decisions [5]. When these conditions are met, employees are more likely to accept AI-generated recommendations and perceive the technology as a supportive organizational tool rather than as a threat.

Psychological Safety. Psychological safety represents an employee's belief that interpersonal and organizational risks can be taken without fear of negative consequences. In a psychologically safe environment, employees are comfortable discussing problems, admitting mistakes, questioning decisions, and proposing new ideas. AI can influence psychological safety in different ways. Transparent and well-governed AI may reduce uncertainty by providing clear and consistent information. However, opaque systems may increase employees' fears regarding hidden evaluation criteria, surveillance, and unfair treatment. Therefore, the relationship between AI and psychological safety may not be direct. Employees' trust in AI may determine whether technological change is perceived as supportive or threatening.

The Mediating Role of Trust. The proposed relationship can be expressed as follows:

Artificial Intelligence → Trust in AI → Psychological Safety.

When employees perceive AI systems as transparent, reliable, fair, and ethically governed, they are more likely to develop trust in the technology. Increased trust reduces uncertainty and perceived technological threat [8]. As a result, employees become more willing to interact openly with AI-supported systems, express concerns, ask questions, and participate in organizational decision-making. In contrast, when trust is low, employees may interpret AI-based monitoring or evaluation as a source of increased control and uncertainty. This may discourage employees from expressing disagreement, acknowledging mistakes, or challenging algorithmic decisions. Thus, trust can serve as a mediating psychological mechanism that translates technological characteristics into employees' perceptions of workplace safety.

Based on this reasoning, the following hypotheses can be proposed:

H1: Human-centered and transparent AI implementation has a positive effect on employees' trust in artificial intelligence.

H2: Trust in artificial intelligence has a positive effect on employees' psychological safety.

H3: Artificial intelligence implementation has a direct effect on employees' psychological safety.

H4: Trust in artificial intelligence mediates the relationship between AI implementation and employees' psychological safety.

The proposed framework suggests that organizations should not consider successful AI implementation solely in terms of technological efficiency. Even technically advanced AI systems may fail to produce positive organizational outcomes if employees do not trust them. Trust is particularly important because AI increasingly influences decisions that directly affect employees. If workers understand how AI systems function and believe that the systems are fair and accountable, they are more likely to feel secure in interacting with them.

This implies that psychological safety in AI-enabled workplaces depends not only on leadership behavior and interpersonal relations but also on the design and governance of technological systems. Algorithmic transparency is therefore a critical factor. Employees should receive clear explanations of how AI-based decisions are generated and which data are used. Organizations should also establish procedures that allow employees to question or appeal algorithmic decisions. Another important factor is human oversight. Employees may be more willing to trust AI when they know that important decisions are not made entirely by algorithms and

that human managers remain responsible for reviewing outcomes.

Employee participation is equally important. Involving employees in the implementation of AI systems may reduce uncertainty and increase perceived control. Participation also allows organizations to identify practical and ethical concerns before they develop into reduced acceptance or lower levels of trust. Therefore, a human-centered approach to AI implementation should combine technological innovation with transparency, fairness, accountability, employee participation, and psychological support.

CONCLUSION AND SUGGESTIONS

Artificial intelligence is transforming organizational processes and the psychological experience of work. Its impact on employees' psychological safety depends not only on technological sophistication but also on the extent to which employees trust AI systems. Trust serves as a critical mediating mechanism between AI implementation and psychological safety. Transparent, fair, reliable, and ethically governed AI systems can strengthen employee trust, reduce uncertainty, and create conditions in which employees feel comfortable expressing concerns, admitting mistakes, and participating in organizational communication.

Based on the analysis, organizations implementing artificial intelligence should prioritize several directions: increasing algorithmic transparency, ensuring fairness in AI-based decisions, protecting employee data, maintaining human oversight, involving employees in digital transformation, and developing clear ethical standards for AI governance. Overall, the effective integration of artificial intelligence into the workplace requires a balance between technological capability and human psychological needs. AI should therefore be viewed not only as a productivity-enhancing technology but also as an organizational factor that can either strengthen or weaken trust and psychological safety, depending on how it is designed and managed.

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