

HUMAN RESOURCE MANAGEMENT IN THE AGE OF ARTIFICIAL INTELLIGENCE: AN ISLAMIC PERSPECTIVE FROM E-COMMERCE ORGANIZATIONS

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ABSTRACT

Artificial Intelligence-driven management (AI-Driven Management) has become an increasingly important component of human resource management in the digital economy, particularly within e-commerce organizations. While AI-based systems enhance efficiency, productivity, and performance monitoring, their extensive implementation may also create psychological challenges for employees. Drawing on Conservation of Resources (COR) Theory and the perspective of Islamic Human Resource Management (IHRM), this study examines how AI-driven managerial practices influence employee well-being in Indonesian e-commerce organizations. Intensive algorithmic monitoring and performance evaluation can increase work pressure, weaken interpersonal relations, and contribute to the depletion of employees' psychological resources, resulting in emotional exhaustion. The findings suggest that digitally managed work environments require a balanced approach that integrates technological efficiency with ethical and human-centered values. From an Islamic perspective, organizational practices emphasizing justice, dignity, compassion, and employee welfare can help mitigate the adverse consequences of AI-driven management. This study offers practical insights for organizations seeking to promote sustainable performance while safeguarding employees' psychological well-being.

Keywords : AI, e-Commerce, Islamic Human Resource Management (IHRM), Organization.

A. INTRODUCTION

The e-commerce sector in Indonesia has experienced rapid growth, driven by digitalization and shifting consumer behavior. AI-driven management now plays a crucial role in product recommendations, consumer analytics, and even employee performance monitoring, leading to greater efficiency in human resource and business management (Binns, 2021). However, this advancement also brings significant psychological challenges for employees who interact directly with AI systems or are responsible for managing and moderating digital content. High work pressure, often stemming from demands to meet AI-determined standards, can negatively impact employees' psychological well-being. One of the most significant consequences is emotional exhaustion a state in which employees feel emotionally depleted due to excessive job demands. This emotional exhaustion can directly affect productivity, increase turnover rates, and reduce the quality of work (Momeni et al., 2016).

Petty tyranny can lead to a toxic workplace an environment characterized by injustice, lack of support, and a negative organizational culture that intensifies psychological stress among employees (Zhang et al., 2020). With organizational structures that are often flatter and supervision that is increasingly intensive through AI-based systems, the potential emergence of petty tyranny and toxic workplace environments becomes more pronounced (Sarkar et al., 2024). This phenomenon is particularly relevant given the large number of young workers in the sector who have high expectations for a healthy and supportive work environment but may lack the experience to cope with the intense dynamics and pressures of digital workplaces (López Jiménez et al., 2021).

This study aims to explore in greater depth how AI-driven management influences employee well-being in Indonesia's e-commerce sector, particularly through workplace dynamics that may undermine psychological resources. Drawing on Conservation of Resources (COR) Theory and the perspective of Islamic Human Resource Management (IHRM), the study examines how leadership behaviors and workplace conditions contribute to emotional exhaustion among employees. By focusing on the rapidly evolving e-commerce context in Indonesia, this research seeks to provide deeper insights into the psychological consequences of technology-driven management practices and the organizational factors that shape employee experiences. Furthermore, the study highlights the importance of integrating ethical and human-centered values, such as justice, compassion, dignity, and employee welfare, into digital management systems. The findings are expected to contribute to the development of organizational policies and human resource strategies that balance technological efficiency with employee well-being, thereby supporting sustainable and responsible management practices in Indonesia's digital economy.

B. LITERATURE STUDY

AI-Driven Management

AI-Driven Management refers to the use of artificial intelligence in managerial decision-making, performance monitoring, and automated, data-driven human resource management (Mantello et al., 2023). This system is often

implemented through algorithms that track productivity, set performance targets, and provide real-time feedback. While it can enhance operational efficiency, AI-Driven Management also presents psychological challenges, such as increased stress, a constant sense of being monitored, and reduced job autonomy (Kellogg, 2022).

Petty Tyranny, Toxic Workplaces, and Emotional Exhaustion

Conservation of Resources (COR) Theory explains that employees seek to obtain, maintain, and protect valuable resources, including emotional energy, psychological safety, social support, and a sense of control. Stress occurs when these resources are threatened, lost, or continuously consumed without adequate opportunities for recovery. Destructive leadership and unfavorable working conditions can therefore become persistent sources of resource depletion that increase employees' vulnerability to emotional exhaustion. This perspective is particularly relevant to digital work environments where employees face intensive performance monitoring, demanding targets, and technology-mediated managerial control (Hobfoll, 1989).

Petty tyranny represents a destructive form of leadership characterized by authoritarian behavior, arbitrary use of authority, belittling subordinates, discouraging initiative, lack of consideration, and punitive treatment. Leaders displaying these behaviors can create an organizational climate in which employees experience fear, interpersonal conflict, insecurity, and perceptions of unfair treatment. Repeated exposure to such managerial conduct can weaken trust between supervisors and employees while reducing psychological safety and supportive interpersonal relationships. These conditions contribute to the development of a toxic workplace because destructive leadership behaviors become embedded in employees' everyday work experiences (Ashforth, 1994) ; (Tepper, 2000). Empirical research also indicates that destructive and authoritarian leadership can deteriorate employees' psychosocial working conditions and generate negative workplace experiences (Harms et al., 2018) ; (Iqbal et al., 2024).

Petty tyranny can also directly increase emotional exhaustion because employees must continuously invest psychological and emotional resources to cope with intimidation, excessive control, humiliation, arbitrary decisions, and suppressive managerial behavior. Employees working under tyrannical supervisors may need to regulate negative emotions, remain vigilant toward possible criticism, and suppress disagreement to avoid unfavorable consequences. These continuous coping efforts consume emotional resources and gradually reduce employees' capacity to recover from work demands. COR Theory predicts that prolonged resource loss without adequate replenishment produces psychological strain and emotional exhaustion (Hobfoll, 1989). Previous research on destructive supervisory behavior has similarly demonstrated that abusive and authoritarian leadership increases emotional exhaustion because repeated hostile treatment drains employees' emotional and psychological resources (Tepper, 2000) ; (Wu & Hu, 2009). Recent research specifically examining petty tyranny also shows that tyrannical managerial behavior is associated with employees' emotional exhaustion and unfavorable organizational outcomes (Iqbal et al., 2024).

A toxic workplace represents a work environment characterized by persistent interpersonal conflict, hostility, inadequate social support, unfair treatment, and reduced psychological safety. Employees who remain in such environments must continuously expend emotional resources to manage workplace tension and negative social interactions. Persistent exposure to these conditions can generate prolonged stress and eventually produce emotional exhaustion (Anjum et al., 2018). Research has also shown that toxic workplace conditions contribute to burnout, emotional fatigue, and other negative psychological outcomes because employees experience continuing resource loss without sufficient social and organizational support (Siddiqui et al., 2023). Toxic workplace conditions may therefore function as an important mechanism through which employees' emotional resources become progressively depleted (Iqbal et al., 2024). Based on these findings, the following hypotheses are proposed:

- H1 : Petty tyranny positively influences the formation of a toxic workplace
- H2 : Petty tyranny positively influences emotional exhaustion
- H3 : A toxic workplace positively influences emotional exhaustion

A toxic workplace, characterized by interpersonal conflict, bullying, a lack of social support, and the development of negative norms, can create chronic psychological pressure and have a significant impact on employees' mental health, including emotional exhaustion (Dicke et al., 2022). Petty tyranny, defined as authoritarian and demeaning leadership behavior, can exacerbate these conditions by creating insecurity, anxiety, and a sense of being undervalued in the workplace, directly contributing to the formation of a damaging work environment (Tepper, 2000). In addition to directly impacting emotional exhaustion, petty tyranny also has an indirect effect by fostering a toxic workplace, which mediates the relationship between destructive leadership and employees' emotional health (Zhang et al., 2020). Based on these findings, two additional hypotheses are proposed in this study:

- H4 : A toxic workplace mediates the relationship between petty tyranny and emotional exhaustion among employees working on e-commerce platforms.

C. RESEARCH METHOD

This study examines the relationships among AI-driven management, petty tyranny, toxic workplace, and emotional exhaustion among employees working on e-commerce platforms in Indonesia. A quantitative approach with a survey method was employed to obtain objective measurements of respondents' perceptions regarding the variables under investigation. The research is explanatory in nature and aims to test the causal relationships among variables based on Conservation of Resources (COR) Theory and the perspective of Islamic Human Resource Management (IHRM). The study population consists of employees working in the e-commerce sector, including Frontline Operations, Customer Support, Logistic Support, Digital and Technology, Management, and other related functions. A total of 150 respondents were selected through purposive sampling based on predetermined criteria to ensure their relevance to the research objectives and their experience with technology-driven management practices.

Data were collected through an online questionnaire measuring three main variables: petty tyranny was measured using 9 questions (Kant et al., 2013); (Chénard-Poirier et al., 2022), toxic workplaces with 7 questions (Iqbal et al., 2022); (Rasool et al., 2021), and the emotional exhaustion variable was measured with 6 questions (Klusmann et al., 2016). The research employed a five-point Likert scale for data collection, and the analysis was carried out using the Structural Equation Modeling–Partial Least Squares (SEM-PLS) approach, which allows for testing complex models and the relationships between variables, including the mediating effect of toxic workplace.

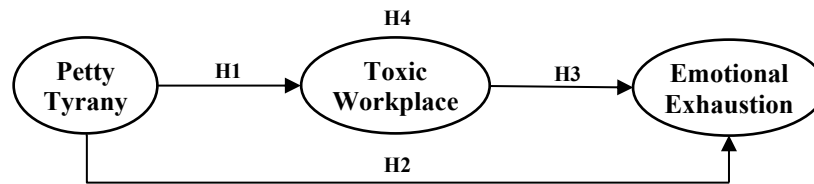


Figure 1.
Research Model

Operational Definitions of Variables

Petty tyranny is operationally defined as employees' perceptions of supervisors' recurring authoritarian, demeaning, arbitrary, and suppressive behaviors in the exercise of managerial authority. The construct is measured through nine indicators covering unjustified blame, appropriation of employees' work, encouragement of unethical behavior, public ridicule, displays of anger, disregard for employee concerns, unilateral instructions, unjustified accusations, and encouragement of unhealthy competition. Higher scores indicate stronger perceptions of petty tyranny (Kant et al., 2013) ; (Chénard-Poirier et al., 2022).

Toxic workplace environment is operationally defined as employees' perceptions of a work setting characterized by disrespectful, hostile, exclusionary, and psychologically unsafe interpersonal treatment. The construct is measured through seven indicators reflecting lack of appreciation, rude communication, inappropriate jokes, unsupported assignments beyond employees' capabilities, inappropriate personal questions, social exclusion, and failure to acknowledge employee contributions. Higher scores represent greater workplace toxicity (Rasool et al., 2021); (Iqbal, Asghar, & Asghar, 2022).

Emotional exhaustion is operationally defined as the degree to which employees experience depletion of emotional and mental resources because of sustained job demands. The construct is measured through six indicators reflecting emotional drainage, depletion of energy, morning fatigue, strain from work demands and interpersonal interactions, mental and emotional burnout, and feelings of frustration and being overwhelmed by work. Higher scores indicate greater emotional exhaustion experienced by employees during the performance of their duties (Klusmann, Richter, & Lüdtke, 2016).

D. RESULTS AND DISCUSSION

The analysis using the Structural Equation Modeling–Partial Least Squares (SEM-PLS) method reveals a significant relationship among the three main

variables in the research model. First, petty tyranny has a positive and significant effect on emotional exhaustion, with an original sample value of 0.634 and a t-statistic of 8.868 ($p < 0.001$), indicating that authoritarian leadership behavior directly increases workers' levels of emotional exhaustion. Second, petty tyranny also has a significant effect on toxic workplaces, with an original sample value of 0.795 and a t-statistic value of 21.972 ($p < 0.001$), indicating that petty tyranny behavior tends to create a toxic work environment. Third, toxic workplaces also significantly contribute to emotional exhaustion, with an original sample value of 0.279 and a t-statistic value of 3.982 ($p < 0.001$), suggesting that a negative work environment exacerbates employees' emotional exhaustion.

Table 1.
Respondents Profile

Item	Classification	Percentage
Gender	Male	37
	Female	63
Age	Less than 21	14
	years 21-30 years	55
	More than 30 years	36
Length of work	Less than 1 year	16
	1-3 years	49
	More than 3 years	35
Type of work	Frontline Operations	33
	Customer Support	11
	Logistic Support	29
	Digital and Teknologi	12
	Management	3
	Other	0

Source: Primary data processed (2025)

The results of the study indicate that the majority of respondents were female, young in age, and had one to three years of work experience. Most were employed in operational and logistics roles, reflecting positions that are directly involved in the day-to-day activities of e-commerce. Respondents from managerial and technology positions were relatively few, suggesting that the perspectives gathered in this study primarily represent the experiences of frontline workers rather than decision-makers.

Table 2.
Line Coefficient-Hypothesis-testing

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
PT -> EE	0.718	0.709	0.058	12.379	0.000
PT -> TW	0.843	0.838	0.029	29.069	0.000
TW -> EE	0.271	0.268	0.053	5.113	0.000

Source: Primary data processed (2025)

Hypothesis testing in this study was carried out through the structural (inner) model analysis, using key indicators such as the coefficient of determination (R^2), path coefficients (β), and t-statistics. The significance of the relationships between

latent constructs was assessed through the Bootstrapping technique, implemented via SmartPLS 3.0 software. Following standard criteria in SEM-PLS, a t-value greater than 1.96, a p-value less than 0.05, and a positive beta coefficient were used as benchmarks to determine statistical significance and directionality of effects.

As illustrated in Figure 1, the path diagram shows the structural relationships between Petty Tyranny, Toxic Workplaces, and Emotional Exhaustion. The results indicate that all proposed hypotheses are statistically supported. Specifically, Petty Tyranny has both a direct and indirect significant effect on Emotional Exhaustion, with the latter being mediated by Toxic Workplace conditions. These findings underscore the psychological impact of authoritarian leadership and highlight how a toxic organizational climate can intensify emotional fatigue among workers in Indonesian e-commerce platforms.

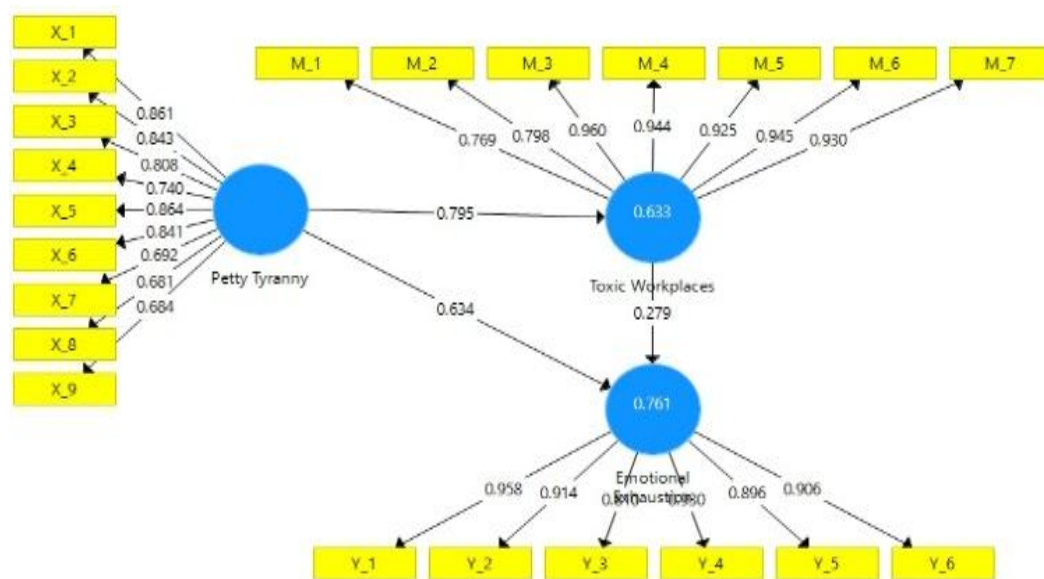


Figure 2.
Structural model of the relationship between Petty Tyranny, Toxic Workplaces, and Emotional Exhaustion.

DISCUSSION

The Influence of Petty Tyranny on Toxic Workplace

The results of this study show that petty tyranny has a significant effect on the creation of a toxic workplace. Hypothesis 1 is supported, which states that petty tyranny positively influences the formation of a toxic workplace. These findings align with previous research, which indicates that arbitrary, repressive, and demeaning leadership styles can damage the work climate and decrease the quality of interpersonal relationships within the organization (Tepper, 2000).

In the context of digital companies and e-commerce platforms, petty tyranny is often manifested through micromanagement, algorithm-based surveillance, and inhumane performance targets all of which worsen employees' psychological well-being (Jani et al., 2023). A digital work environment characterized by high performance pressure and reliance on automated evaluation systems provides fertile

ground for the emergence of a toxic workplace, particularly when petty tyranny is present. Employees working as live-streaming hosts, content moderators, and customer service representatives are especially vulnerable to excessive control and monitoring, particularly when demanding performance expectations are not balanced with adequate emotional and social support (Harvey et al., 2019). Unconstructive criticism, unreasonable performance demands, and insufficient attention to employees' psychological well-being can foster a workplace atmosphere marked by stress, conflict, and interpersonal tension.

Although e-commerce organizations are fundamentally oriented toward satisfying customer needs and enhancing service quality (Wismantoro et al., 2020), excessive emphasis on customer satisfaction and performance outcomes may inadvertently create unhealthy working conditions if employee welfare is overlooked. From the perspective of Islamic Human Resource Management (IHRM), organizational success should be achieved through a balance between productivity and employee well-being, emphasizing values such as justice, respect, compassion, and responsibility. Therefore, organizations should develop ethical and human-centered management practices that support both customer satisfaction and the psychological health of employees, thereby fostering a healthier and more sustainable work environment.

The Influence of Petty Tyranny on Emotional Exhaustion

Petty tyranny reflects the misuse of formal authority through arbitrary decisions, belittling subordinates, discouraging initiative, lack of consideration, and noncontingent punishment. These behaviors create psychological pressure because employees must continuously regulate their emotions, anticipate negative reactions, and adapt their behavior to avoid criticism or punishment, which can gradually drain their emotional resources (Ashforth, 1994). The finding can also be explained through Conservation of Resources theory, which states that individuals experience stress when their valuable psychological and emotional resources are threatened or depleted. Continuous exposure to intimidation, excessive control, humiliation, and unfair treatment forces employees to invest substantial emotional energy in coping with their supervisors, eventually leading to emotional exhaustion resources (Hobfoll, 1989).

Previous studies support this result by demonstrating that destructive supervisory behavior is closely associated with emotional exhaustion. Abusive supervision increases employees' emotional fatigue because repeated hostile treatment consumes psychological resources required to maintain effective work behavior (Wu & Hu, 2009). Emotional exhaustion also acts as an important psychological mechanism through which destructive supervision influences employee attitudes and performance (Aryee et al., 2008). More specifically, recent research shows that petty tyranny contributes to emotional exhaustion and creates a toxic work environment that can increase employees' intention to leave the organization (Iqbal et al., 2024). These findings emphasize that organizations should control destructive supervisory behavior through stronger leadership accountability, employee feedback systems, and clear mechanisms for reporting inappropriate

managerial conduct. Reducing petty tyranny can help protect employees' emotional resources and improve their psychological well-being.

The Impact of Toxic Workplace on Emotional Exhaustion

The finding that toxic workplace significantly affects emotional exhaustion supports Hypothesis 2. This result is highly consistent with various previous studies indicating that negative and high-pressure working conditions play a significant role in increasing psychological stress and burnout among employee (Maslach & Leiter, 2016). E-commerce companies, which often set aggressive performance targets, create an unhealthy work environment that can generate chronic psychological pressure, continuously draining employees' emotional energy.

Negative workplace norms, interpersonal conflicts, demeaning leadership practices, and insufficient social support contribute significantly to the development of a toxic work environment. Such conditions create feelings of insecurity, helplessness, and frustration among employees, leading to the depletion of psychological resources and increasing the risk of emotional exhaustion (Taris & Schaufeli, 2015). In e-commerce organizations, particularly among employees working as live-streaming hosts, content moderators, and customer service representatives, continuous performance pressure and algorithmic monitoring may further intensify emotional strain. The lack of supportive relationships with colleagues and supervisors exacerbates employees' psychological burden and weakens their ability to cope with workplace stressors. Over time, the accumulation of these pressures can reduce work motivation, foster cynicism, and ultimately result in severe emotional exhaustion. From the perspective of Islamic Human Resource Management (IHRM), organizational practices should promote justice, mutual respect, compassion, and employee well-being to create a healthy and supportive work environment. Therefore, organizations are encouraged to implement human-centered management practices that strengthen social support, cultivate positive workplace relationships, and foster an ethical organizational culture. Such initiatives can help mitigate emotional exhaustion while enhancing employee well-being, organizational performance, and long-term sustainability (Rasool et al., 2021).

The Mediating Role of Toxic Workplace in the Relationship Between Petty Tyranny and Emotional Exhaustion

One of the most noteworthy findings of this study is the mediating role of the toxic workplace in the relationship between petty tyranny and emotional exhaustion. This indicates that toxic workplace environments serve as a critical mechanism through which destructive leadership behaviors such as petty tyranny translate into deeper psychological consequences, particularly emotional exhaustion. This finding confirms the theory that although petty tyranny can stand alone as a stress-inducing factor, its impact on employees becomes much stronger when the existing work environment supports or exacerbates such behaviors (Harvey et al., 2019).

Toxic workplace serves as a significant mediating mechanism in the relationship between petty tyranny and emotional exhaustion, as employees' perceptions of organizational justice and the quality of relationships with supervisors and coworkers influence how they respond to workplace stressors (Iqbal et al.,

2024). The findings suggest that leadership behaviors characterized by excessive control, unfair treatment, and limited concern for employee well-being contribute to the development of a toxic work environment, which subsequently intensifies emotional exhaustion. From a practical perspective, these results provide valuable insights for organizations and policymakers in designing interventions that prioritize employee well-being, including leadership development programs, supportive supervisory practices, and organizational policies that promote fairness and psychological safety. Such efforts are particularly relevant in digital organizations where technology-driven management practices increasingly shape employee experiences.

The influence of petty tyranny on emotional exhaustion is strongly affected by organizational culture and the broader work environment. In highly dynamic digital workplaces, supervisors may exercise excessive authority when organizational controls and ethical standards are insufficient. When combined with toxic workplace conditions, such behaviors accelerate the depletion of employees' psychological resources, resulting in higher levels of emotional exhaustion and reduced work performance. Previous research has shown that excessive workloads and poor work-life balance are associated with lower levels of employee well-being and happiness (Astuti & Suryani, 2024). These concerns become even more relevant in the context of AI-driven management, where algorithmic monitoring, performance analytics, and continuous evaluation systems may increase work intensity and psychological pressure if not accompanied by adequate organizational support.

The findings of this study reveal that petty tyranny and toxic workplace conditions significantly contribute to emotional exhaustion among employees in Indonesia's e-commerce sector. AI-driven management systems, which are increasingly utilized to monitor performance and improve operational efficiency, may inadvertently intensify stress, particularly among frontline employees who work under strict performance expectations and continuous supervision. This observation is consistent with the demographic profile of the respondents, who are predominantly young female employees working in operational and logistics functions with relatively limited work experience. Consistent with Conservation of Resources (COR) Theory, the findings indicate that emotional exhaustion emerges when employees experience the depletion of valuable psychological resources, including autonomy, security, and social support. Furthermore, the study confirms the significant mediating role of a toxic workplace in the relationship between petty tyranny and emotional exhaustion. From the perspective of Islamic Human Resource Management (IHRM), these findings underscore the importance of fostering organizational environments grounded in justice (*adl*), compassion (*rahmah*), mutual respect, and employee welfare. By integrating these values into AI-driven management systems, organizations can balance technological efficiency with human well-being, thereby promoting sustainable organizational performance and healthier work environments within increasingly automated digital ecosystems.

E. CONCLUSIONS

This study demonstrates that petty tyranny and toxic workplace conditions significantly contribute to emotional exhaustion among employees in Indonesia's

e-commerce sector. In digital work environments characterized by high performance demands and AI-driven management systems, excessive monitoring and algorithm-based evaluations may intensify psychological pressure and increase employees' vulnerability to stress. The findings confirm that toxic workplace conditions mediate the relationship between petty tyranny and emotional exhaustion, highlighting the importance of organizational justice, social support, and positive interpersonal relationships in protecting employee well-being. These results support Conservation of Resources (COR) Theory, which suggests that the depletion of psychological resources leads to emotional exhaustion. Although this study is limited to the Indonesian e-commerce context, it provides important insights into the human consequences of technology-driven management practices. From an Islamic Human Resource Management perspective, organizations should promote justice, compassion, transparency, and employee welfare to balance technological efficiency with human well-being and foster sustainable organizational performance.

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