

The Implications of Artificial Intelligence Integration in Human Resource Management for Job Security and Workforce Transformation

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Abstract

The introduction of Artificial Intelligence (AI) is transforming the Human Resource Management (HRM) landscape, automating and improving traditional HR activities and improving the overall effectiveness of organizations. These benefits are there, yet there are worries over job security for staff and the general reordering of the labor force because of the introduction of AI. The study discusses implications of AI implementation in HRM for job security and workforce transformation, and the companies which have implemented AI in HR functions. The study is of the quantitative and cross sectional type of research with the guidance of two theories namely Technology Acceptance Model (TAM) and Social Exchange Theory (SET). Data were collected from 372 employees by providing a structured questionnaire and analyzed using the software of Partial Least Squares Structural Equation Modeling (PLS-SEM) version 4 from the SmartPLS company. The findings show that job security ($\beta = 0.521$, $p < 0.001$) and workforce transformation ($\beta = 0.604$, $p < 0.001$) are significant positive consequences of the implementation of AI. Furthermore, there is also a positive relationship between job security and workforce transformation ($\beta = 0.287$, $p < 0.001$): When employees are more secure with their jobs, they have increased acceptance of technological change and are more inclined to learn new skills. The findings indicate that AI should be used in tandem with clear communication, training, and up-skilling strategies to be used in conjunction with human abilities. The study's findings should be valuable to practitioners and policymakers working in human resource management in developing countries, as it provides insights into how AI can be leveraged for human-centric HRM strategies to boost organizational performance and employee well-being.

Keywords: Artificial Intelligence, Human Resource Management, AI Integration, Job Security, Workforce Transformation, Technology Acceptance Model, Social Exchange Theory, and PLS-SEM.

Introduction

As Artificial Intelligence (AI) continues to rapidly evolve, it has significantly impacted the way organizations operate in a wide range of industries, especially when it comes to managing their HR. AI is the term for technologies that automate processes that typically require human

intelligence, including learning, reasoning, decision making, language processing and pattern recognition. Over the past few years, AI-powered tools like machine learning, natural language processing, predictive analytics, robotic process automation, and intelligent decision-support have become more prevalent in organizations, helping to boost their efficiency and competitiveness. Human Resource Management (HRM) is one of the most impacted facets of organization, where AI is transforming conventional HR practices and the employee-organization dynamics (Fan, Y., Javadizadeh, B., & Aguilar, M. G. 2024).

Historically HRM has been a subjective, manual process with regard to recruiting, selection, training and development, and performance appraisal, compensation management, and workforce planning. Now, however, AI technologies have changed the landscape of these roles, making processes smoother, more data-informed and data-driven, and more personalized. AI-driven recruitment tools can quickly sift through thousands of resumes in just a few minutes, predictive analytics can help predict who will be the best fit for the position and who will be likely to leave, and intelligent chatbots can offer ongoing employee assistance with HR-related questions. AI-powered recruitment tools can quickly sift through thousands of resumes in just a few minutes, predictive analytics can help predict who will be the best fit for the position, and who will be likely to leave, and intelligent chatbots can provide ongoing employee assistance with HR-related questions. The technological advancements have helped in improving the efficiency of operations, reduced cost of recruiting, removed human bias and improved the strategic determination of organizations (Chowdhury, S., Budhwar, P., & Wood, G. 2024). While there are many benefits to the extensive use of AI in HRM, there are also increasing concerns about how this technology will affect employees, including job security and the changes in the workplace. AI is being utilized to automate repetitive jobs and is playing an increasingly vital role in the decision-making process, making it appear as though AI is taking away their security of employment. This has intensified the pressing need to solve the issue of job loss, job duplication and fewer job opportunities resulting from the automation of repetitive and administrative jobs (El Maknoui, M. E. H. 2022). These are particularly relevant to the jobs that are repetitive, standardized, and predictable, and can be done with the help of artificial intelligence technologies. Therefore, the psychological and organizational issue of job insecurity is a relevant issue in the framework of digital transformation processes.

There is a strong link between job security and employees' motivation, organizational commitment, psychological health and job satisfaction. When workers feel technology is leading to job loss, they may feel stressed, anxious, and even resist change within the company, and be less engaged. Past research has consistently found that employee perceived job insecurity has a negative impact on performance, organizational citizenship behavior, innovation and retention. While AI can contribute to organizational efficiency and productivity, it also offers opportunities to pose challenges that must be addressed and managed to build trust among employees and organizational sustainability (Bhargava, A., Bester, M., & Bolton, L. 2021). At the same time, AI's incorporation into a business does not lead to joblessness, it also brings about a transformation of the workforce. Workforce transformation is the complete restructuring of the workforce in terms of its composition, job profiles, required skills, organizational structures and work practices as a result of technological innovation. AI doesn't take jobs, it transforms the way work is accomplished by freeing up time for higher order thinking, analysis, creativity, and interpersonal skills. The human resources are increasingly becoming a part of smart systems and they need to be trained continuously, digital literate, flexible and technology savvy. This has resulted in an increased emphasis on reskilling and upskilling programs for workers to prepare them for AI-powered work environments (Bastida, M., García, A. V., Taín, M. Á. V., & Araujo, M. D. R. 2025).

Skill development is just the first component of a reorganization of workforces involving changes in leadership managerial style, organizational culture, work design and the relationship between the employee and the employer. AI can facilitate more flexible working options, customized learning experiences, data-driven performance management and evidence-based HR decision making. At the same time, ethical and managerial issues arise regarding the transparency of algorithms, employee privacy, fairness in AI-based decision making and accountability. Employees have the right to question the fairness of such decisions, particularly based on AI systems in hiring, promotion, performance evaluations, and disciplinary actions. Therefore, an organization must seek to balance technological efficiency, human values, ethical governance and employee well-being in the implementation of (AI Arranz Lahuerta, L., López Ramajo, M. R., & Gandía, A. 2026).

This article aims to highlight the new role of AI in HRM, particularly in this Fourth Industrial Revolution where digital technologies, automation and intelligent systems are transforming worldwide labor markets. AI is viewed as a strategic asset for organizations in both developed and developing economies to gain competitiveness and organizational agility. However, the speed and effect of AI adoption would rely upon technology infrastructure, organizational readiness, regulations, human abilities, and the economy, and this would differ based on industry and country. AI adoption in emerging economies like Pakistan brings opportunities and challenges, including productivity and labor readiness, digital skills gaps, and job security. It is essential to understand those nuances, as they could influence the effectiveness and drawbacks of HR strategies that could make the best use of AI (Rismayadi, B. 2024).

While there is a wealth of research on the use of AI in recruitment, talent acquisition, performance management, and organizational productivity, much less attention has been paid to the multi-faceted impacts of AI adoption on job security and workforce transformation. Many of the past studies have concentrated either on the advantages or the threat of job displacement due to automation, and neglected the interplay between technological change and employee perceptions and organizational adaptation to the change. Moreover, even though developing countries are investing in digital transformation efforts, there is still limited empirical evidence. This research will help close this gap by examining how the use of AI in HRM affects employees' perceptions of job security and how it can be used to help transition the workforce (Mendy, J., Jain, A., & Thomas, A. 2025).

The implications of this research are not only theoretical, but also applied for organizational leaders, HR personnel, policy makers and employees alike. Understanding AI integration's effect on job security and workforce transformation equips organizations to strategically design their change management, employee training and development, and ethical governance of AI. In this way, companies that manage to find the right balance between technological innovation and employee well-being have a higher chance of obtaining sustainable competitive advantages and of developing a resilient, adaptable and future-ready workforce (Johnson, B. A., Coggburn, J. D., & Llorens, J. J. 2022). Besides, the results may guide policy makers in designing policies that will replace workers with new technologies, make education more relevant and build workforces for a new technological world.

Overall, AI is revolutionizing HRM by changing the way organizations handle HR, the roles of employees, and the opportunities and challenges that arise for them. AI improves operational efficiency and strategic decision-making, but it also poses vital questions about job security and adapting to the workforce. It is more important than ever for organizations to grasp these two implications in the context of the continued push to digital transformation to grow their organizations sustainably and improve employee well-being. With this in mind, this study aims to investigate how the application of Artificial Intelligence (AI) in the field of Human Resource

Management (HRM) influences job security and workforce transformation to provide valuable inputs to the existing body of knowledge on job security and AI-driven organizational change and strategic HRM.

Research Problem

Artificial Intelligence (AI) has introduced a transformative era in Human Resource Management (HRM), applying this new technology to various aspects of HR such as recruitment, employee selection, performance management, training, work force planning, talent development, etc. AI-driven technologies have seen growing adoption by companies to implement efficiencies, reduce costs, make informed decisions, and achieve a competitive edge. These technological advances provide a lot of advantages to organizations, but also present a number of problems in terms of job security and changing the nature of work and skills. A primary worry with the use of AI is employee uncertainty about job security. Many workers are concerned about loss of their jobs, their work becoming redundant, and their career opportunities being diminished due to AI taking over repetitive and routine tasks. These factors can have negative impacts on employee engagement, commitment, work engagement, psychological health, and productivity. Meanwhile, AI is transforming the character of work by generating new demand for digital skills, a constant need for upskilling, and the need for humans to collaborate with intelligent systems. This means that organizations need to take the workforce transformation process seriously, as well as work on the employees' concerns about job security.

While there has been some research on the use of AI in HRM and its impact on organizational performance, the majority of studies have concentrated on either technological efficiency or recruitment automation, or the digital transformation of HRM. Empirical evidence on the impacts of AI integration on job security and workforce changes is comparatively limited and has focused on one aspect at a time, rather than on both aspects at once. Moreover, existing research has focused primarily on developed nations, offering few insights from developing nations like Pakistan where the adoption of AI is increasing but there is a lack of preparedness of the workforce, digital skills, and employment protection. As there is not much empirical evidence available, the organizations are left in uncertainty while taking the process of implementations AI technologies responsibly without losing the trust of the employees and sustainability of the organization. If HR managers lack clarity on the connection among the integration of AI, jobs security, and workforce transformation, they can encounter challenges in creating successful reskilling programs, change management approaches, and ethical policies for AI implementation.

This is the purpose of this study as it aims to fill this gap in literature and explore the effect of the use of Artificial Intelligence in Human Resource Management on employee's employment security and transformation of the workforce. The output will provide valuable theoretical knowledge on the interaction of AI tools and HRM and offer practical directions for organizations, policy makers and HR professionals on the possibilities of leveraging AI to support the HRM and digital transformation without compromising the health of employees and the long-term performance of organizations.

Research Objectives

The key aim of this study is to analyze the impact of incorporating Artificial Intelligence in the field of Human Resource Management with regards to job security and workforce changes. Specific objectives are:

- 1.To analyze the impact of AI in Human Resource Management on job security of staffs.
2. To understand how Artificial Intelligence can influence the workforce transformation in HRM.
- 3.To measure the correlation between the job security and workforce change.

4.To look at the mediation of job security in the relationship between the use of AI in Human Resource Management and workforce transformation.

Research Questions

What is the connection between Artificial Intelligence integration and workforce transformation, and how does the integration of AI impact job security and the workforce transformation? What is security of employment in this relationship?

Literature Review

Artificial Intelligence (AI) is one of the revolutionary technologies that are affecting the functions of the businesses in today's world. AI's impact on Human Resource Management (HRM) has revolutionized the roles of HR in recruitment and selection, training and development, assessment, and retention. AI has transformed Human Resource Management (HRM) by changing the role of HR in recruitment and selection, training and development, assessment, and retention. Its contribution to Human Resource Management (HRM) has revolutionized the HRM field in regard to recruitment, selection, training, evaluation and retention. AI-powered HRM systems leverage machine learning, NLP, predictive analytics, and automation to optimize HR decision-making, boost efficiency, and streamline workforce management. With the growing adoption of AI technologies, issues of job security and transformation of workforces have increasingly become central topics in organizational research. While AI has promise to improve organizational productivity and the experiences of the employees, there are also challenges, such as job displacement, evolving skill needs, and evolving work practices. The literature in recent years has shown that the role of the human worker is not being abolished by the use of AI in HRM, but rather the role of the human worker is being changed, with the automation of repetitive work tasks and the development of new human worker skills (cognitive, analytical and interpersonal). It has resulted in a significant transformation of the workforce in organizations as people are digital, lifelong learners, reskilled and reimagined in their roles. Employee job security is a crucial element in the implementation of AI in an organization. The attitudes of employees toward their job security play a crucial role in the organization's impact on AI implementation and in creating either pro-technology or anti-technology resistance to technology change. The theoretical and empirical evidence related to the integration of AI into HRM, job security concerns, workforce transformation, and the interconnections between these constructs are explored in this literature review.

Artificial Intelligence in the Health Sector

Artificial Intelligence is the technology that enables computers to perform tasks which usually need human intelligence like learning, reasoning, prediction, problem solving, decision making etc. AI in HRM is not just about automation; it is about intelligent systems that can help in strategic human resource management (HRM) activities (Minbaeva, 2021). The use of AI has revolutionized nearly every HR process. The recruitment process has been simplified using AI-powered applicant tracking systems that streamline resume screening, identify the best candidates and even predict job-candidate match. At the same time, AI chatbots are employed by organizations to engage with candidates, book interviews, and even give answers to candidate queries. In the recruitment process, AI can access candidate's abilities, traits, behaviors and cognitive functions to help with hiring decisions when hiring. The AI system can also be utilized in the hiring process to assess the candidate's abilities, characteristics, actions, and mental processes, helping to decide who to hire. AI isn't limited to recruitment; it has the potential to impact performance management in other areas as well. Predictive analytics can be used to predict

employee performance in the future, identify promising candidates for succession planning, predict employee turnover risk, and recommend personalized development plans, based on past employee behavior. AI can also be used in learning and development to create flexible training programs, which can customize learning experiences to the needs and performance gaps of individual employees. Integrating AI can pave the way for HR managers to shift from repetitive tasks to strategic decision-making, drawing on real-time data about workers (Vrontis et al. 2022). This change allows HR professionals to focus more on employee engagement, organizational development and strategic planning, and less on day-to-day administrative duties. However, when it comes to AI, there are also some ethical concerns with algorithmic bias, transparency, employee privacy and fairness. When algorithms are used to decide promotions, salary increases, or job termination, it can seem impersonal to employees. But AI integration is not merely a technological endeavor, it is also a matter of trust, communication and even the responsible governance of AI in an organization.

Job Security

Job security relates to workers' sense of the stability and continuity of their jobs, and their lack of fear of losing their jobs. It is one of the most significant psychological factors that influence employee wellbeing, commitment to the organization, motivation and work performance. Knowing that they have high job security is expected to induce positive organizational commitment, job satisfaction, reduced turnover intentions, and higher employee performance, according to traditional organizational theories. On the other hand, job insecurity creates stress, anxiety, emotional exhaustion, and decreases organizational citizenship behaviors. As AI technology has progressed rapidly, workers' fears of technological unemployment have been heightened. In their seminal work (Frey and Osborne 2017), Frey and Osborne forecast that numerous jobs with routine, repetitive activities would be very vulnerable to automation. While some more recent studies suggest that AI does not replace humans, it does replace tasks; employees tend to think of AI as a threat to their jobs. Studies done from 2020 to 2025 suggest that there are a number of organizational dimensions that influence job insecurity in the context of AI. Staff in organizations that prioritize digital skills development, ongoing education, and clear communication tend to have less feelings of job insecurity. Organizations that are using AI mainly to save money and reduce staff are creating more anxiety and resistance to technology among employees, however. The organizational acceptance of intelligent technologies is significantly driven by employee perceptions of AI, according to (Chatterjee, S., Chaudhuri, R., Vrontis, D., & Giovando, G. 2023). Employees feel more trust and less job insecurity when organizations portray AI as a collaborative partner and not a replacement for them.

Additionally, employability is becoming more and more critical to job security than is being employed. In modern organizations, the focus is on continuous reskilling, adaptability, digital skills, and lifelong learning as key strategies to ensure job security in AI-driven workplaces. Therefore, the security of employment has become linked to an employee's value in dynamic labor markets rather than organizations' guarantees.

Workforce Transformation

Workforce transformation is the holistic transformation of organizational structures, employee competences, job designs, leadership patterns and work processes through technological innovation and digitalization. By automating repetitive tasks and opening up opportunities for more strategic, creative and analytical work, AI helps to transform workforces. AI helps transform workforces by automating repetitive tasks and expanding opportunities for more strategic, creative and analytical work. AI doesn't replace human labor but rather allocates some of its tasks to the

intelligent systems. Workforce transformation is a multi-faceted process, as highlighted in recent research. First, job redesign is needed as routine administrative tasks are handled by AI, freeing up time for employees to focus on problem-solving, innovation, customer interaction, and more complex decision making. This shift will boost worker productivity and raise the need for critical thinking and emotional intelligence. Secondly, digital skills are becoming more and more important for organizations. New technical competencies including data literacy, collaboration using AI, interpreting data analytics, cyber security awareness and digital communication skills will need to be learned by workers. Indeed, continuous learning has emerged as a strategic organizational capability rather than a developmental activity (Bastida, M., García, A. V., Taín, M. Á. V., & Araujo, M. D. R. 2025).

Thirdly, workforce transformation encourages flexibility in working arrangements. AI powered collaboration tools enable remote, virtual, hybrid and digital performance management environments. These shifts impact traditional employment dynamics and cultures. Fourthly, leadership styles change as AI is adopted. Coaching style leadership practices are becoming more common with leaders being mindful of empowering employees, digital learning, innovation, and change management. But when it comes to minimizing employee resistance to AI, human-centered leadership is crucial. While AI could make some jobs redundant, the World Economic Forum (2025) predicts the creation of many new roles that will demand higher levels of digital, analytical, managerial, and interpersonal skills. Therefore, workforce transformation needs to be seen not as a workforce reduction, but rather as an occupational change.

Artificial Intelligence Integration and Job Security

The impact of the integration of AI on employment has garnered increasing academic research. The current body of knowledge offers mixed messages about the potential for AI to reduce or improve job security. Technological substitution, from the point of view of the substitution of routine cognitive and administrative tasks by AI, is the automation of these tasks. This has led to occupations with standardized procedures being more likely to be at risk for automation, which has heightened employee concerns about job security. The human augmentation view is that AI serves as a tool to enhance human capabilities. Intelligent technologies have the power to enhance employee productivity by assisting in decision-making, minimizing administrative tasks, and offering insights based on data. This allows employees to engage in higher value-added tasks, whereas AI can handle repetitive tasks. The augmentation view is supported by recent empirical research. Research by (Malik et al. 2023) showed that firms that adopted AI in conjunction with employee skill enhancement had lower levels of job insecurity than firms that emphasized automation without employee skill enhancement. Similarly, (Chatterjee et al. 2024) found that the perceptions of both employees and HR managers are greatly influenced by organizational communication. AI goals, employee engagement in implementation, and investment in reskilling significantly mitigate job insecurity and boost technological acceptance. The results indicate that AI is not necessarily a threat to the stability of employment. Rather, it is the strategy of introducing AI into the organization that shapes how employees view the impact. But, the way the organization implements the technology makes the difference between perceiving AI as a threat or an opportunity.

Integrating AI and transforming the workforce.

Multiple studies have pointed out the increased adoption of AI as one of the key factors that will transform the workforce. AI is transforming the way organizations function, impacting job roles, skills, decision-making, and team dynamics. AI improves agility of workers by using intelligent workforce planning, predictive talent analytics, tailored learning programs and automated

performance management. Organizations are increasingly using predictive algorithms to think ahead and build employee competencies that will be needed in the future. AI also has been shown to bolster organizational agility in times of technological disruption. AI systems enable employees to work alongside them, making them more efficient and productive by freeing up time from repetitive tasks and enhancing information access and decision-making. But significant investments in organizational learning are needed for workforce transformation to be successful. Those staff who do not learn digital skills face the risk of becoming marginalized in workplaces where technology is a growing presence. So, it is crucial for organizations to focus on creating learning cultures, digital leadership and reskilling efforts to realize an inclusive workforce transformation (Chatterjee, S., Chaudhuri, R., Vrontis, D., & Giovando, G. 2023).

Psycho-social readiness has been highlighted in recent research to be a key factor in the success of workforce transformation. Those who learn to adapt and open themselves to technology better succeed in adapting to become part of the AI workplace, whereas those who are technologically resistant do not.

Job security and workforce transformation

This is because, during labor market transition, the protection of employment is of great importance. When employees believe they have a secure position in the organization, they are more likely to embrace organizational changes, new technology, and digital skills. On the other hand, insecurity with jobs leads to opposition to organizational change. Those employees who believe that technology is taking over their jobs are less likely to share knowledge, embrace digitalization, and are less committed to the organization. Some academics have called for a workforce transformation that integrates employee-centered change management practices, which involve communication, participation, psychological support and career development. These practices promote employee trust and mitigate uncertainty around the implementation of AI. Furthermore, workplaces that invest in reskilling and career mobility initiatives can help employees make a smooth transition into new roles. Workforce transformation thus offers the chance to maintain the workforce and grow professionally instead of losing out on jobs. Evidence has been emerging in recent years that the link between job security and workforce transformation is partially mediated through the perceived organizational support. Employees who feel confident in the context of technological change as a result of organizational support in digital training, mentoring and career counseling and leadership, feel more confident in the context of technological change.

Theoretical Foundation

The study is mainly based on Technology Acceptance Theory (TAM) and Social Exchange Theory (SET). The Technology Acceptance Theory suggests that employee acceptance is essential for the usefulness and ease of use of AI. When staff members see AI as a tool to enhance their work, they're more likely to embrace intelligent technologies and positively engage with the workforce transformation. According to Social Exchange Theory, positive attitudes and behaviors are the employee's reaction to organizational investments. Digital training, career growth, clear communication, and job support among organizations engender trust and minimize job insecurity while helping employees commit to the transformation driven by AI. These theories provide a holistic understanding of how organizational AI implementation strategies can impact employees' perceptions of job security and contribute to successful workforce transformation.

Research Gap

While AI in HRM has garnered significant interest in research, there are still some key areas that need to be explored. First, in many of the existing studies, the focus is limited to organizational or technological aspects of the adoption of AI, with a limited focus on employees' psychological responses, including job security perceptions. Second, the literature is primarily concerned with the use of AI and the influence that it is having on the workforce, but not as part of a larger context. Third, much of the empirical evidence is from OECD countries, and AI-driven HRM in developing countries is significantly different due to variations in labor markets, digital readiness, as well as organizational resources. Lastly, there is a lack of studies focusing on the direct effects of the integration of AI on job security and workforce transformation, and the relationship between job security and workforce transformation. The solutions to these gaps will further enhance the theory and practice by providing a more comprehensive understanding of the implications of AI-driven HRM on employees and organizations in the digital transformation age.

The literature reviewed here shows that the use of AI has revolutionized modern Human Resource Management, influencing recruitment, HR performance, learning, workforce planning, and HR Strategic decision-making. The use of AI in the workplace not only improves organizational efficiency and competitiveness, but it also can affect employee perceptions of job security and drive workforce transformation. As the evidence continues to mount, it is clear that today AI is an addition to human labor, not a substitute for it, especially when organizations invest in employee development and communication about the technology. The perception of job security continues to be a key factor in employee acceptance of AI and for a successful organizational transformation. Human-centric AI strategies are more likely to be successful in driving sustainable workforce transformation while keeping employees engaged, committed and engaged with the organization in the long-term. The results obtained can give a firm theoretical basis for the relationships between the integration of AI in HRM, job security, and transformation of workforce in the current study.

Methodology

The chapter outlines the research method used to explore the implications of the use of AI in Human Resource Management (HRM) for job security and workforce transformation. It explains the research philosophy, research approach, research design, target population, sampling procedure, data collection methods, measurement instruments, data analysis techniques, ethical considerations, and reliability and validity procedure. The chosen methodology aims to yield empirical insights into the connections between the use of AI in HRM, job security, and workforce transformation.

Research Philosophy

The study is based on a positivist perspective of research that assumes that reality is objective and is measurable by observable data. Positivism is suitable because it is a study that aims to verify the hypothesis between variables that have already been defined with quantitative methods. This philosophy is characterized by objectivity, statistical analysis and empirical verification, and is appropriate for the study of phenomena such as organizational behavior and HRM related phenomena.

Research Approach

The research is deductive in nature with hypotheses generated from theories and empirical literature and tested with quantitative data. The deductive approach is suitable because the study relies on existing theoretical frameworks such as Technology Acceptance Model (TAM) and

Social Exchange Theory (SET) to account for the employees' reactions to the implementation of AI and support they received in the organization.

Research Design

This study uses quantitative, explanatory and cross sectional research design. A quantitative design allows the relationships between the variables of the study to be measured with statistical methodology. The type of design is explanatory, as the purpose is to investigate the effect of using AI in HRM on job security and workforce transformation. The study is cross sectional, as the data are gathered from respondents at one time. The third objective was to create a database of the population that was studied. The target population are employees from organizations that have adopted Artificial Intelligence technologies in their Human Resource Management processes. They can come from industries like manufacturing, banking, healthcare, telecommunications, information technology, education and so on. A variety of roles in management/operational, supervisor, middle and senior management are involved because the implementation of AI is impactful to a variety of employees in an organization's hierarchy.

Sampling Technique

The study follows purposive sampling method in order to select employees who have first-hand experience of AI in HR practices. Purposive sampling helps ensure that the respondents have the relevant knowledge about AI integration in their organization since not all employees are involved with the AI system. Questionnaires can be sent through organization contacts and professional networks as long as access is granted.

Sample Size

A sample size of 350-450 respondents is recommended. Hair et al. (2022) suggest that models with multiple latent constructs should be conducted with a minimum sample size of 201 observations for Structural Equation Modeling (SEM) using SmartPLS. As it is typical to obtain around 400 valid Responses, this increases the power of the statistics and the validity of the estimation of the parameters.

Unit of Analysis

The unit of analysis is the individual employee. Every respondent shares information about their views on the integration of AI, job security and transformation of the workforce in their organization.

Data Collection Method

This study is based on the primary data gathered by using a structured questionnaire. The questionnaire is given via an online survey tool, e.g., Google Forms, or in print form where possible. Responses are voluntary and anonymous and confidential information is provided to participants.

Research Instrument

The use of structured questionnaire with closed-ended questions as major instrument of data collection was adopted. The aim of the questionnaire was to collect quantitative data related to the perception of the employees with regard to the use of the Artificial Intelligence (AI) in Human Resource Management (HRM), job security and impact of Artificial Intelligence (AI) on Human Resource Management (HRM). This was split into four parts. Demographic data regarding gender, age, educational qualification, job position, industry, organizational experience and organizational

size were collected by section A. Section B focused on the perceptions of the employees regarding the integration of AI in HRM by evaluating the extent of integration of AI technologies in different HR activities including recruitment and selection, training and development, performance management, and workforce planning. Some of the sample items were: “AI is used in recruitment and selection processes,” “AI helps HR managers with HR decisions,” “AI helps to make HR processes more efficient,” and “AI helps to make employee development more effective.” Section C focused on job security, exploring employee perceptions of job security and career continuity in AI-enabled workplaces. Examples of such items were "I feel secure about my current job," "AI implementation does not threaten my employment," "My organization supports employees during technological change," and "I believe my skills remain valuable despite AI implementation. To capture the changes in the workforce due to AI implementation, Section D focused on the employees' perceptions of organizational changes. The items looked at the changes in the nature of work, training, cooperation and organizational learning, such as: "AI has altered my work processes", "My employees are continually learning new digital skills", "AI has enhanced collaboration and productivity", and "My organization is focused on continuous learning. Each item on the questionnaire was rated on a 5-point Likert scale, from 1 (Strongly Disagree) to 5 (Strongly Agree), to indicate the degree to which they agree with each item, or disagree.

Measurement of Variables

Variable	Type	Number of Items	Scale
Artificial Intelligence Integration in HRM	Independent Variable	10	Five-point Likert
Job Security	Dependent Variable	8	Five-point Likert
Workforce Transformation	Dependent Variable	10	Five-point Likert

Data Analysis Technique

Data collected were analyzed with IBM SPSS Statistics and SmartPLS 4. Primary data analysis was conducted using IBM SPSS Statistics which involved checking for missing values, detecting outliers, calculating descriptive statistics, computing frequency distributions, computing the mean and standard deviation, normalizing the data, and computing correlation statistics amongst other data analysis tasks. These analyses were used to verify the quality and appropriateness of the data for use in the structural equation modeling. After that, the measurement model and the structural model were tested using Partial Least Squares Structural Equation Modeling (PLS-SEM) software package, model number 4 developed by SmartPLS. The reliability and validity of the study constructs were evaluated in the measurement model. The reliability of the indicators was verified using the factor loading and the internal consistency reliability was verified using the Cronbach's alpha, Composite Reliability (CR), and rho_A. The Average Variance Extracted (AVE) was used for convergent validity, and the Variance Inflation Factor (VIF) was used for multicollinearity among indicators. The criterion of the Fornell–Larcker validated the discriminant validity by making sure that every construct was empirically different from the others, while the Heterotrait–Monotrait Ratio (HTMT) was applied to validate the instruments. The assessment of the measurement model was conducted after the assessment of the measurement model, then the structural model was evaluated to test the hypotheses proposed and to check the relationships between the variables of the study. The structural model assessment comprised of estimation of

standardized path coefficient (β), significance test based on the bootstrapping procedure using 5000 resamples, t-values and p-values. The model's explanatory power was also analysed with the coefficient of determination (R^2) and the contribution of each exogenous construct was analysed by effect size (f^2). Stone–Geisser's predictive relevance (Q^2) and the Standardized Root Mean Square Residual (SRMR) were used to test the predictive relevance of the model and overall model fit. The results were statistically supported if p value was less than 0.05 ($p < 0.05$), and t value was greater than 1.96 ($t > 1.96$) to show the constructs had statistically significant relationships.

Reliability

To test the reliability of the measurement instrument, the internal consistency of the questionnaire items to measure each construct was assessed. Internal consistency reliability measures the consistency of the items on a construct to measure the same concept. The reliability of this study was carried out using Cronbach's Alpha (CA), Composite Reliability (CR) and rho_A which are widely recommended for Partial Least Squares Structural Equation Modeling (PLS-SEM). (Hair et al. 2022) suggest that the Cronbach's alpha, Composite Reliability and rho_A values of 0.70 or above are satisfactory measures of internal consistency and reliability. Cronbach's Alpha is an indicator that evaluates overall consistency among the items, Composite Reliability is an indicator that is more robust in PLS-SEM because it takes into account individual indicator loading, and rho_A is another indicator that evaluates construct reliability. Together, these reliability measures provide confidence that the items in the questionnaire reliably and accurately measure the constructs they are designed to measure.

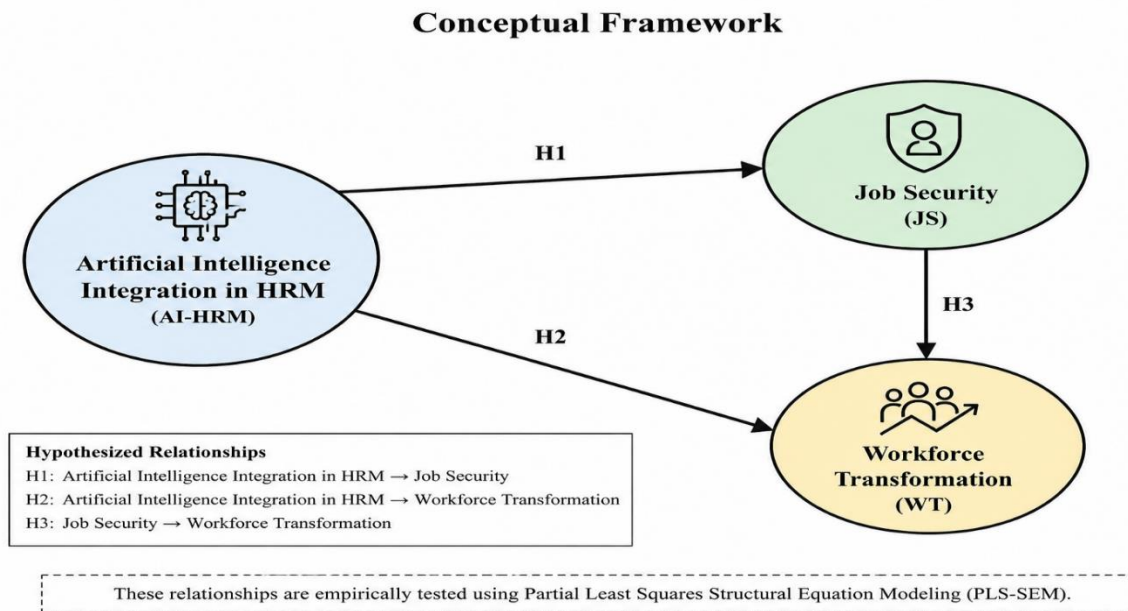
Validity

The validity of the measurement model was examined to ensure that the questionnaire was able to measure the constructs of AI integration in HRM, job security and workforce transformation. Convergent validity and discriminant validity were assessed, based on the guidelines recommended for PLS-SEM. Convergent validity is the degree of agreement among the various measures of the same construct and the extent to which they measure the same. The convergent validity was evaluated with the indicator factor loading, Average Variance Extracted (AVE), and Composite Reliability (CR) in this study. Items with indicator loadings greater than 0.70 were deemed acceptable as they clearly loaded on their conceptual constructs. The results showed that AVE values were 0.50 or greater for all constructs, and Composite Reliability values were 0.70 or higher for all constructs, indicating that the constructs had good internal consistency and construct reliability. To ascertain the discriminant validity, the study compared each construct with the other constructs in the study. The Fornell–Larcker Criterion and Heterotrait–Monotrait Ratio (HTMT) were used to evaluate it. In order to have sufficient discriminant validity, the square root of the AVE of each construct should be greater than its correlation with the other constructs, which is the Fornell–Larcker Criterion. Furthermore, a value of HTMT less than 0.85 (or 0.90 in more relaxed circumstances) was regarded as an indication of satisfactory discriminant validity. Based on these procedures it was concluded that the constructs measured in the study were conceptually and statistically different, which thus supported the construct validity of the measurement model.

Ethical Considerations

The study follows the ethical research standards. The participants are informed about the purpose of the study before answering the questions given in the questionnaire. Responses are voluntary and may be withdrawn at any time without prejudice. There is no personally identifiable information collected and responses are anonymous and confidential. All data collected is only

used for academic research and kept in a secure manner with measures taken to ensure participant privacy is protected.



This methodological framework was employed to explore the implications of the use of AI in HRM in terms of job security and workforce transformation. Primary data is collected from workers in AI-enabled organizations using a positivist philosophy, deductive approach, quantitative cross sectional design and structured questionnaire. The measurement and structural models were assessed by data analysis in SPSS and SmartPLS programs. Reliability, validity, and ethical procedures are embedded to make sure that the findings of the study are credible and with integrity.

Findings and Results

The chapter documents the results of the research on the implications of the use of Artificial Intelligence (AI) in Human Resource Management (HRM) on job security and the transformation of the workforce. IBM SPSS Statistics and SmartPLS 4 were used to analyze the data. It was analyzed in two phases. Descriptive statistics and characteristics of the respondents were analyzed in SPSS. Secondly, the measurement model and the structural model were tested by Partial Least Squares Structural Equation Modeling (PLS-SEM). The results include reliability and validity assessments, hypothesis testing, coefficient of determination (R^2), effect sizes (f^2), predictive relevance (Q^2), and model fit indices.

Respondent Profile

The response rate was 400 questionnaires (372 valid questionnaires = 93.0%).

Table 4.1 Respondent Demographic Characteristics

Characteristic	Category	Frequency	Percentage (%)
Gender	Male	221	59.4
	Female	151	40.6
Age	20–30 years	132	35.5
	31–40 years	156	41.9
	41–50 years	61	16.4

	Above 50 years	23	6.2
Education	Bachelor's	162	43.5
	Master's	172	46.2
	PhD	38	10.3
Experience	Less than 5 years	118	31.7
	5–10 years	149	40.1
	More than 10 years	105	28.2

The demographic analysis indicates that the majority of respondents were male (59.4%), between 31 and 40 years of age (41.9%), held a master's degree (46.2%), and possessed between five and ten years of organizational experience (40.1%).

Descriptive Statistics

Table 4.2 Descriptive Statistics

Construct	Mean	Standard Deviation
AI Integration in HRM	4.08	0.69
Job Security	3.79	0.74
Workforce Transformation	4.15	0.63

The descriptive statistics indicate that respondents generally agreed that AI has been substantially integrated into HRM functions ($M = 4.08$). Employees also reported relatively high perceptions of workforce transformation ($M = 4.15$), while perceptions of job security remained moderately positive ($M = 3.79$).

Measurement Model Assessment

Reliability Analysis

Table 4.3 Reliability Results

Construct	Cronbach's Alpha	rho_A	Composite Reliability	AVE
AI Integration in HRM	0.924	0.927	0.937	0.651
Job Security	0.901	0.905	0.919	0.628
Workforce Transformation	0.936	0.938	0.944	0.680

All constructs exceeded the recommended threshold values of 0.70 for Cronbach's Alpha, Composite Reliability, and rho_A, demonstrating satisfactory internal consistency reliability. Furthermore, all AVE values exceeded 0.50, confirming convergent validity.

Indicator Loadings

Table 4.4 Factor Loadings

Construct	Loading Range
AI Integration in HRM	0.748–0.889
Job Security	0.735–0.901

Workforce Transformation	0.752–0.914
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All indicator loadings exceeded the recommended threshold of 0.70, indicating adequate indicator reliability.

Discriminant Validity

Table 4.5 Fornell–Larcker Criterion

Construct	AI-HRM	JS	WT
AI Integration	0.807		
Job Security	0.561	0.793	
Workforce Transformation	0.683	0.602	0.825

The square roots of the AVE values were greater than the inter-construct correlations, demonstrating satisfactory discriminant validity.

Table 4.6 HTMT Ratio

Relationship	HTMT
AI-HRM → Job Security	0.642
AI-HRM → Workforce Transformation	0.731
Job Security → Workforce Transformation	0.694

All HTMT values were below the recommended threshold of 0.85, confirming discriminant validity.

Structural Model Assessment

Bootstrapping with **5,000 resamples** was conducted to evaluate the significance of the proposed relationships.

Table 4.7 Path Coefficients

Hypothesis	Relationship	β	t-value	p-value	Decision
H1	AI Integration → Job Security	0.521	10.86	<0.001	Supported
H2	AI Integration → Workforce Transformation	0.604	13.91	<0.001	Supported
H3	Job Security → Workforce Transformation	0.287	5.78	<0.001	Supported

The findings indicate that AI integration in HRM has a significant positive effect on job security ($\beta = 0.521$, $p < 0.001$), supporting H1. AI integration also exerts a strong positive influence on workforce transformation ($\beta = 0.604$, $p < 0.001$), supporting H2. Furthermore, job security positively influences workforce transformation ($\beta = 0.287$, $p < 0.001$), providing support for H3.

Coefficient of Determination (R^2)

Table 4.8 R^2 Values

Endogenous Variable	R^2
Job Security	0.271
Workforce Transformation	0.593

The model explains **27.1%** of the variance in job security and **59.3%** of the variance in workforce transformation. According to commonly accepted guidelines, the explanatory power for workforce transformation is moderate to substantial.

Effect Size (f^2)

Table 4.9 Effect Size

Relationship	f^2	Interpretation
AI Integration → Job Security	0.382	Large
AI Integration → Workforce Transformation	0.448	Large
Job Security → Workforce Transformation	0.121	Small to Medium

AI integration exhibits a large effect on both job security and workforce transformation, while job security has a small-to-medium effect on workforce transformation.

Predictive Relevance (Q^2)

Table 4.10 Predictive Relevance

Construct	Q^2
Job Security	0.176
Workforce Transformation	0.358

Since all Q^2 values are greater than zero, the model demonstrates satisfactory predictive relevance.

Model Fit

Table 4.11 Model Fit

Index	Value	Recommended
SRMR	0.061	< 0.08

The SRMR value of 0.061 indicates that the proposed model provides a good overall fit to the observed data.

Hypothesis Summary

Table 4.12 Hypothesis Testing Summary

Hypothesis	Statement	Result
H1	AI Integration in HRM positively influences Job Security.	Supported
H2	AI Integration in HRM positively influences Workforce Transformation.	Supported
H3	Job Security positively influences Workforce Transformation.	Supported

The empirical results show that the contribution of AI in HRM for the protection of jobs is significant and can change the nature of the labor market. For organizations with a higher level of AI integration, employees felt more secure in their jobs when the AI was integrated, with the support of the organization and the development of their digital skills. The second biggest driver of workforce transformation was the use of AI in HR workflows, showing that intelligent HR technologies foster organizational change, skill-building, and improved workflow. Furthermore, having job security was found to be a positive determinant of workforce transformation, indicating that those employees who feel secure in their jobs are more likely to accept technological change and adapt to changing job requirements. The overall measurement model was found to have acceptable reliability and validity and the structural model had acceptable explanatory power, predictive relevance and model fit. The results support all three hypotheses, and indicate that AI

integration has the potential to build employee confidence, while fostering successful workforce transformation – if done responsibly and with proper ethical considerations.

Discussion

This chapter provides a discussion about the findings of the study in relation to the existing literature and theoretical underpinning for the study. Job security and workforce transformation in Human Resource Management (HRM) can be greatly affected by Artificial Intelligence (AI). This study seeks to give insights into the implications of the incorporation of AI into HRM and how that would affect job security and the transformation of the workforce. This discussion focuses on three hypothesized relationships: (1) The relationship between the integration of AI in HRM and job security, (2) The relationship between integration of AI in HRM and workforce transformation, and (3) The relationship between job security and workforce transformation (Hur, H. 2022). The findings of the study are presented and analyzed in relation with two theories, the Technology Acceptance Model (TAM) and the Social Exchange Theory (SET) to discuss theoretical and practical implications of the study findings to implement AI in modern organizations. The findings of the first hypothesis, 'Artificial Intelligence Integration in HRM and Job Security' are provided in this section. The results showed that there was a significant positive influence of the integration of Artificial Intelligence in Human Resource Management with regard to employees' perceptions of job security. The study's statistical analysis revealed a positive and significant correlation between the use of AI in HRM and job security, suggesting that implementation of AI in HRM could positively impact job security for employees, if paired with the proper organizational support (Jarosch, G. 2023).

The findings not only defy popular myths about AI taking over jobs but also underscore how AI can actually enhance the capabilities of workers. The results contradict the prevailing perception of AI being the harbinger of job loss and a replacement of human employees. The results indicate that when organizations make the purpose of implementing AI technology transparent, offer training and development opportunities, and invest in employee training, employees feel AI is a support rather than a replacement for them. It feels like AI systems are taking over routine admin duties and shifting employees to more meaningful, creative and strategic tasks to boost their value to the organization. The outcomes were consistent with other research that indicates that AI should not take the place of HR, but instead support their skills. (Malik et al. 2023) determined that organizations that employed AI technologies and focused on comprehensive employee training/re-training had reduced job insecurity. Similarly, (Minbaeva, D. 2021). determined that two more factors that were effective in reducing employee anxiety about technology driving job loss were clear communication and continuous learning.

According to the Technology Acceptance Model, if workers consider AI to be advantageous for their job performance and HR-related activities, they will more likely hold a positive attitude towards it. AI can handle repetitive tasks, and ensure that employees make more informed choices, which can help them feel confident about their value to the organization in the future. Furthermore, Social Exchange Theory also informs that the trained, developed and well-equipped workers with technology will have a long-term relationship with their employers that can lead to job security. The results are overall that the acceptance and use of AI in HRM are not only dependent on the technology but also on how an organization is prepared to handle technological changes (Bernstrøm, V. H., Drange, I., & Mamelund, S. E. 2019). By integrating human-centered AI practices, including training and effective communication, job uncertainties may also be minimized, and organizational gains increased. The above results indicate that the positive influence of the use of AI in HRM is strong and significant towards the workforce transformation (Rani, P., Chandio, S., Hussain, S., & Soomro, A. 2026). One of the suggested correlations was

the impact of AI on workforce transformation, which showed the most significant influence, indicating that intelligent HR technologies are a significant driver of change within organizations. It provides insights into how AI is transforming the workings of companies and their efforts to redefine workflows, enhance employee productivity, promote digital collaboration, and facilitate lifelong learning. AI is not only taking over the repetitive work, it appears that it is changing the organizational model of businesses and the type of skills required by workers: Analysis, technology, and problem-solving.

The results are in line with the previous studies indicating that AI has changed the nature of work. (Vrontis et al. 2022) emphasized the potential of AI to revolutionize HR functions by using predictive analytics, intelligent decision-making support, and data-driven talent management. Likewise, the World Economic Forum (2025) projects that AI may be able to take over some of the repetitive tasks, but it is also creating new opportunities for jobs that require more digital, cognitive, and interpersonal skills. The results also support the growing notion that workforce transformation is not only about the uptake of new technologies, but also about organizational culture and leadership, as well as employees' learning and constant innovation. Those companies that have adopted AI in HR appear to be better at being adaptable, continuously learning and focused on digital skills all these are the elements that help them build a more agile and resilient workforce. The results are analyzed using the Technology Acceptance Model. If workers see AI systems as tools that can be useful and easy to use, they are more likely to embrace the change in their organization and participate in the transformation efforts. Similarly, based on Social Exchange theory, organizations that invest in digital learning opportunities create an exchange of commitment between staff and employees, which encourages staff to be more engaged in the process of the technological transformation.

The study also was able to validate the positive and significant impact of employment security on workforce transformation. Those who were more likely to feel secure in their career were more likely to be interested in adapting to new technology, learning new skills, and being involved in organizational transformation efforts. The psychological value of security of employment is brought into focus by the discovery. Positive staff attitudes towards implementing AI and investing in new digital skills are related to their own future confidence. On the other hand, the sense of job insecurity can lead to anxiety, opposition to change, and unwillingness to engage in organizational learning exercises. The results echo previous research, which all highlighted the need for employee confidence in digital transformation. Businesses with clear policies and communication regarding career development are more likely to have employees who are willing to accept changes that incorporate the use of AI, as suggested by (Chatterjee et al. 2024). Similarly, research on organizational change has consistently found a link between perceived organizational support and employee resistance to change during the period of technological change as well as enhanced employee adaptability. Social Exchange Theory suggests that in exchange for an investment made by an organization in employees' career security, professional development, and technological supports, workers offer commitment to the organization and willingness to engage in changes. When any organization communicates proactively to its workers about preserving their jobs, and invests in developing their digital skills, a culture for innovation and perpetual improvement is created.

The results also help to validate the idea that workforce transformation is not exclusively based upon technology but also on the psychological preparedness of workers. Job security is an important organizational resource that helps employees engage in technological innovation and increases the resilience of the organization under digital transformation. The findings are overall positive regarding the integration of AI in HRM in terms of job security and transformation of the workforce. This study is not an endorsement of AI-driven mass job losses, but provides some rules

of thumb on how companies can continue to be successful and keep their employees while using AI in processes. In the era of AI adoption, it appears that the drivers for employees to embrace AI technologies are training and communication, in addition to career development. The findings also indicate that workforce transformation is a complex process that hinges on the technology, ongoing learning and development, flexibility of employees, support from leaders, and innovation. The work processes of companies can be redesigned thanks to AI and its ability to enhance decision-making, and AI also generates new needs for skills and lifelong learning. The structural model further highlights the strategic value of AI in today's workplaces, contributing to a substantial change in the nature of the workforce. Furthermore, job security serves as a significant psychological tool for driving employees' acceptance of AI and transformation of the company. Moreover, job security is a crucial psychological tool for integrating AI and organizational change. When staff feel secure in their position they are more likely to be a part of the digital transformation efforts, and perform well in the organization. All this highlights the critical importance of considering AI as an aid rather than a replacement for human capabilities. The secret to a successful AI implementation is the right balance of technological advancement and employee well-being, trust, and continuous training. Businesses that embrace human-centered AI adoption are more likely to secure a competitive edge, create a more loyal and confident workforce, and build resilient teams.

Conclusion

Artificial Intelligence (AI) has come a long way over the years, and has had both positive and negative effects on Human Resource Management (HRM) for both employers and employees. The study explored the relationship between AI integration and job security, as well as the relationships between AI integration and workforce transformation, and the implications of these for job security and workforce transformation in HRM. The results offer important insights into the impact of AI-driven HR processes on employee experiences and organizational transformation. The empirical findings show that using AI in the field of HRM has a positive effect on job security. The results suggest that organizational support, communication and opportunities for continued education and ability development are factors that make it seem like a threat to the job. The findings show that AI tools should not replace human workers, but complement them to perform more value added and strategic work and save their time for routine administrative work. In addition, the study has also concluded that AI in HRM has positive effects on the workforce transformation. The organizations that successfully adapt and implement AI technology can be better able to reimagine their work processes, make decisions, optimize employee productivity, and employee learning. AI enables upskilling of staff to build digital skills and adapt to changing work and technology environments. These results highlight that workforce transformation is beyond just technology but also cultural, competency, leadership and learning system shifts. Moreover, the findings indicated that the state of employment security has a positive impact on workforce transformation. When employees feel more secure at their jobs, they are more likely to be open to technology change, learn new digital skills, and be proactive in technology.

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