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Beyond Technological Acceptance: Understanding the Influence of AI-Induced Job Insecurity, Career Adaptability, and Organisational Support on Employee Readiness for AI-Driven HR Transformation

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Abstract- The growing integration of artificial intelligence (AI) into human resource management is transforming recruitment, employee development, performance evaluation, workforce planning and employee engagement. Although technological acceptance has received considerable research attention, employee readiness for AI-driven HR transformation cannot be explained solely through perceived usefulness, ease of use or intention to use technology. Employees may simultaneously recognise the potential benefits of AI and experience concerns regarding job displacement, skill obsolescence, professional identity and future career opportunities. This study develops and examines an integrated framework explaining employee readiness for AI-driven HR transformation through three interrelated dimensions: AI-induced job insecurity, career adaptability and perceived organisational support. Drawing on Conservation of Resources Theory, Career Construction Theory and the Job Demands–Resources perspective, the study proposes that AI-induced job insecurity negatively influences employee readiness, whereas career adaptability and perceived organisational support positively influence readiness. It further proposes that career adaptability and perceived organisational support moderate the negative relationship between AI-induced job insecurity and employee readiness. For demonstrating the proposed analytical approach, an illustrative quantitative dataset of 400 Indian IT employees is constructed. The hypothetical analysis indicates a negative association between AI-induced job insecurity and employee readiness, while career adaptability and perceived organisational support demonstrate positive associations. The illustrative moderation results also suggest that career adaptability and organisational support may reduce the adverse relationship between AI-induced job insecurity and readiness. These numerical findings are simulated and should not be

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interpreted as actual field evidence. The paper contributes a resource-oriented explanation of employee readiness that moves beyond conventional technology acceptance and offers a framework for future empirical investigation in India's technology-intensive employment environment.

Keywords- Artificial intelligence; AI-induced job insecurity; career adaptability; perceived organisational support; employee readiness; HR transformation; Indian IT industry; technological change.

I. Introduction

Artificial intelligence has become an increasingly influential component of organisational transformation. Organisations are incorporating AI-enabled applications into recruitment and selection, employee onboarding, learning and development, performance management, workforce analytics, talent identification and employee engagement. These applications have the potential to improve the speed, consistency and analytical capacity of human resource management. However, the introduction of AI into HR processes also changes employees' work experiences, expectations, skill requirements and perceptions of employment continuity.

The transformation of HR functions through AI is not simply a technological implementation exercise. It involves changes in organisational structures, job responsibilities, professional competencies, managerial decision-making and employee–organisation relationships. Employees may be required to work alongside intelligent systems, interpret algorithmic recommendations, acquire new digital capabilities and adapt to changing performance expectations. Consequently, the success of AI-driven HR transformation depends not only on the availability of technology but also on the preparedness and willingness of employees to participate in the transformation.

Traditional technology acceptance research primarily examines perceived usefulness, perceived ease of use, attitudes and behavioural intentions. These dimensions remain relevant, but they may not adequately explain employee responses

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to organisational AI transformation. An employee may perceive AI as useful while simultaneously fearing that the technology could reduce the need for existing roles. Similarly, an employee may intend to use AI-enabled HR systems but remain psychologically unprepared to accept changes in job responsibilities, performance expectations or career pathways.

This distinction indicates the need to move beyond technological acceptance towards a broader understanding of employee readiness. Readiness refers to employees' cognitive understanding, emotional willingness and perceived behavioural preparedness to participate in and support organisational transformation. In the context of AI-driven HR transformation, readiness includes employees' confidence in adapting to AI-enabled processes, willingness to develop relevant competencies, openness to redesigned HR practices and preparedness to collaborate with AI-supported systems.

Three factors are particularly important in explaining this readiness.

First, **AI-induced job insecurity** represents employees' perceived threat that AI adoption may reduce employment opportunities, automate existing responsibilities, devalue their skills or disrupt their future career prospects. Unlike general job insecurity, AI-induced job insecurity is specifically associated with perceived consequences of AI-enabled automation and algorithmic transformation.

Second, **career adaptability** represents employees' psychosocial resources for managing occupational transitions and uncertain career conditions. Employees with stronger career adaptability may be more capable of responding constructively to changing skill requirements, exploring alternative career opportunities and developing confidence in AI-enabled work environments.

Third, **perceived organisational support** represents employees' beliefs that their organisation values their contributions and is concerned about their wellbeing. Organisations that communicate transparently, provide reskilling opportunities, involve employees in transformation decisions and offer career support may reduce uncertainty and strengthen readiness.

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The Indian IT industry offers a particularly relevant setting for examining these relationships. Indian IT professionals operate in an environment characterised by continuous technological development, changing client requirements, digital transformation and increasing demand for advanced technical and analytical skills. Recent India-focused research has begun examining AI-related displacement experiences, career adaptability and organisational responses to technology-driven workplace change. Nevertheless, there remains a need to integrate job insecurity, individual career resources and organisational support into a single framework explaining readiness for AI-driven HR transformation.

Accordingly, this study proposes an integrated framework that explains employee readiness through the combined influence of AI-induced job insecurity, career adaptability and perceived organisational support.

1. Research objectives

- To examine the influence of AI-induced job insecurity on employee readiness for AI-driven HR transformation.
- To investigate the influence of career adaptability on employee readiness for AI-driven HR transformation.
- To assess the influence of perceived organisational support on employee readiness for AI-driven HR transformation.
- To examine whether career adaptability moderates the relationship between AI-induced job insecurity and employee readiness.
- To investigate whether perceived organisational support moderates the relationship between AI-induced job insecurity and employee readiness.

2. Research questions

- Does AI-induced job insecurity reduce employees' readiness for AI-driven HR transformation?
- Does career adaptability improve employee readiness?
- Does perceived organisational support strengthen employee readiness?
- Can career adaptability reduce the negative influence of AI-induced job insecurity?

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- Can organisational support reduce the negative influence of AI-induced job insecurity?

II. Review of Literature

1. AI-driven HR transformation

AI-driven HR transformation refers to the integration of artificial intelligence technologies into HR functions, organisational processes and employee-management practices. It includes the use of machine learning, natural language processing, predictive analytics, intelligent automation and generative AI in HR activities.

AI-enabled recruitment systems can support candidate screening, application processing and talent identification. AI-based learning platforms can recommend learning pathways according to employee competencies and development requirements. Predictive analytics can support workforce planning, while AI-enabled performance systems can assist in analysing performance-related information.

However, the introduction of these technologies creates organisational and behavioural challenges. Employees may question the transparency of algorithmic decisions, the security of their employment, the fairness of AI-supported performance assessments and the future relevance of their professional capabilities. Therefore, AI-driven HR transformation should be understood as a socio-technical change process involving both technological systems and human responses.

2. Employee readiness for AI-driven HR transformation

Employee readiness is a multidimensional construct involving employees' preparedness to understand, accept and participate in organisational change. It is conceptually different from technology acceptance, behavioural intention and actual technology usage.

Technology acceptance generally concerns an individual's willingness to use a particular technology. Employee readiness for AI-driven HR transformation is broader

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because it incorporates employees' cognitive, emotional and behavioural preparedness for changes in organisational HR practices.

The proposed construct includes three dimensions:

- **Cognitive readiness:** Understanding the purpose, relevance and potential consequences of AI-driven HR transformation.
- **Affective readiness:** Emotional willingness and confidence to participate in AI-related organisational changes.
- **Behavioural readiness:** Willingness to acquire new competencies, collaborate with AI-enabled systems and modify existing work practices.

Readiness is therefore not equivalent to the successful adoption of a particular AI application. It reflects the employee's overall preparedness to participate in an AI-enabled organisational environment.

3. AI-induced job insecurity

Job insecurity refers to employees' perceived uncertainty regarding the continuity and stability of their employment. AI-induced job insecurity represents a more specific form of insecurity arising from employees' perceptions that AI technologies may replace, redesign or reduce the value of their existing roles and competencies.

Greenhalgh and Rosenblatt (1984) conceptualised job insecurity as a perceived threat to job continuity. De Witte (1999) further examined its relationship with employee wellbeing and work attitudes. In AI-enabled environments, job insecurity may involve both quantitative and qualitative concerns.

Quantitative AI-induced job insecurity concerns the perceived possibility of losing one's employment because of automation or AI substitution. Qualitative AI-induced job insecurity concerns the perceived possibility of losing valued job characteristics, responsibilities, professional autonomy or career opportunities because of AI-driven restructuring.

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For employees in technology-intensive organisations, the perceived threat may extend beyond immediate job loss. Employees may fear that their current technical knowledge will become outdated, their responsibilities will be automated or their professional contributions will become less valuable.

Recent research involving Indian IT professionals has documented psychological experiences associated with AI-driven job displacement, including anxiety, professional identity disruption and perceived organisational betrayal. Such findings highlight the importance of examining job insecurity as a behavioural and psychological factor in AI transformation.

Employees experiencing greater AI-induced job insecurity may interpret organisational AI initiatives as threats rather than opportunities. Consequently, they may become less willing to participate in AI-enabled HR transformation.

4. Career adaptability

Career adaptability refers to an individual's psychosocial resources for managing current and anticipated career transitions, occupational challenges and changing work conditions. Savickas (1997, 2005) identified career adaptability as an important component of career construction.

Career adaptability is commonly explained through four dimensions:

- **Concern:** Preparing for future career developments and anticipating occupational changes.
- **Control:** Taking responsibility for career decisions and professional development.
- **Curiosity:** Exploring alternative roles, career opportunities and emerging work requirements.
- **Confidence:** Believing in one's ability to overcome career-related challenges.

In AI-driven organisations, career adaptability may help employees interpret technological change as an opportunity for career development rather than an unavoidable threat. Employees with higher adaptability may be more willing to learn

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new digital skills, participate in reskilling programmes and explore alternative professional responsibilities.

Indian IT-sector research has examined career adaptability in relation to career satisfaction, vocational attitudes and turnover intention. Santra and Giri's research among Indian IT professionals provides a relevant contextual foundation for understanding the importance of adaptability in technologically dynamic careers.

Career adaptability is expected to improve employee readiness because adaptable employees may possess greater confidence, curiosity and personal control when responding to AI-related organisational changes.

5. Perceived organisational support

Perceived organisational support (POS) refers to employees' general beliefs regarding the extent to which their organisation values their contributions and cares about their wellbeing. Eisenberger et al. (1986) established the construct within organisational support theory.

Organisational support is particularly important during technological transformation because employees may experience uncertainty regarding future job responsibilities, skill requirements and employment opportunities. Organisations can address these concerns through transparent communication, employee participation, training, reskilling, career counselling and fair implementation of AI-enabled systems.

In the context of AI-driven HR transformation, perceived organisational support may influence employee readiness in two ways. First, employees who believe that their organisation supports their professional development may demonstrate greater willingness to participate in transformation. Second, organisational support may reduce the perceived threat associated with AI-induced job insecurity.

Indian workplace research has increasingly examined organisational support in relation to AI awareness, technostress and employee outcomes. Such evidence reinforces the relevance of examining organisational support as a resource during AI-related workplace change.

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6. Theoretical foundations

The proposed framework integrates three theoretical perspectives.

Conservation of Resources Theory

Conservation of Resources (COR) Theory argues that individuals seek to acquire, protect and maintain resources that they value (Hobfoll, 1989). Job insecurity can be interpreted as a perceived threat to important resources such as employment continuity, income, professional identity, competence and career prospects.

AI-induced job insecurity may therefore reduce employee readiness because employees may become concerned about the possible loss of valued resources. Career adaptability and organisational support may function as resources that help employees manage such threats.

Career Construction Theory

Career Construction Theory explains how individuals construct their careers through adaptation to changing occupational environments (Savickas, 2005, 2013). Career adaptability provides individuals with resources to manage transitions and uncertainty.

In AI-driven work environments, employees with greater career adaptability may be better positioned to understand technological developments, develop new competencies and participate in redesigned work processes.

Job Demands–Resources Theory

The Job Demands–Resources (JD-R) model distinguishes between job demands that require sustained effort and resources that support motivation and performance (Demerouti et al., 2001; Bakker & Demerouti, 2007).

AI-induced job insecurity can be conceptualised as a psychological job demand. Career adaptability represents an individual resource, while perceived organisational support represents an organisational resource. These resources may strengthen readiness and reduce the negative consequences of AI-related uncertainty.

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III. Conceptual Framework and Hypotheses Development

1. AI-induced job insecurity and employee readiness

Employees experiencing AI-induced job insecurity may perceive organisational AI initiatives as potential threats to their employment continuity, professional identity and future career opportunities. Such perceptions may increase resistance and reduce willingness to participate in organisational transformation.

From a COR perspective, perceived threats to employment and professional resources may generate defensive responses. Employees may therefore become less willing to invest effort in transformation initiatives when they believe that the same initiatives could threaten their occupational security.

H1: AI-induced job insecurity has a negative and significant influence on employee readiness for AI-driven HR transformation.

2. Career adaptability and employee readiness

Career adaptability enables employees to manage occupational uncertainty and respond constructively to changing work requirements. Employees with stronger career concern, control, curiosity and confidence may demonstrate greater willingness to acquire new competencies and participate in AI-enabled HR processes.

Career Construction Theory suggests that adaptable individuals are better equipped to manage career transitions. Therefore, career adaptability is expected to strengthen employee readiness.

H2: Career adaptability has a positive and significant influence on employee readiness for AI-driven HR transformation.

3. Perceived organisational support and employee readiness

Organisational support can strengthen employees' confidence in the organisation's intentions and its commitment to employee development. When organisations provide

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training, transparent communication and opportunities for employee participation, employees may become more willing to engage with AI-driven HR transformation.

Social Exchange Theory suggests that employees may respond positively to organisational care and support through greater involvement and cooperation.

H3: Perceived organisational support has a positive and significant influence on employee readiness for AI-driven HR transformation.

4. Moderating role of career adaptability

Career adaptability may influence how employees interpret and respond to AI-induced job insecurity. Employees with stronger adaptability may possess greater confidence in their capacity to acquire new skills, explore alternative career opportunities and manage technological disruption.

Consequently, the negative relationship between AI-induced job insecurity and employee readiness may be weaker among employees with higher career adaptability.

H4: Career adaptability positively moderates the relationship between AI-induced job insecurity and employee readiness, such that the negative influence of AI-induced job insecurity is weaker at higher levels of career adaptability.

5. Moderating role of perceived organisational support

Perceived organisational support may reduce the adverse effects of AI-induced job insecurity by strengthening employees' confidence in organisational assistance and career continuity. Organisations that provide reskilling opportunities, transparent information and employee-centred implementation practices may reduce the perceived threat associated with AI transformation.

Therefore, the negative relationship between AI-induced job insecurity and readiness is expected to be weaker when perceived organisational support is high.

H5: Perceived organisational support positively moderates the relationship between AI-induced job insecurity and employee readiness, such that the negative influence of

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AI-induced job insecurity is weaker at higher levels of perceived organisational support.

6. Proposed conceptual model

The framework proposes three direct relationships and two moderation relationships:

- AI-induced job insecurity → Employee readiness (negative).
- Career adaptability → Employee readiness (positive).
- Perceived organisational support → Employee readiness (positive).
- Career adaptability × AI-induced job insecurity → Employee readiness.
- Perceived organisational support × AI-induced job insecurity → Employee readiness.

The model positions career adaptability and organisational support as complementary resources. Career adaptability represents an employee-level resource, while organisational support represents an organisation-level resource.

IV. Research Methodology

1. Research design

The proposed study follows a quantitative, explanatory research design. It is intended to examine the direct and moderating relationships among AI-induced job insecurity, career adaptability, perceived organisational support and employee readiness for AI-driven HR transformation.

The numerical analysis presented in this manuscript is based on a constructed illustrative dataset of 400 hypothetical respondents. It demonstrates how the proposed model could be examined statistically. It is not a record of actual survey administration or primary data collection.

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2. Population and sampling

The target population is employees working in Indian IT and IT-enabled service organisations who have experience with, or exposure to, AI-enabled workplace technologies or AI-related HR initiatives.

For an actual empirical study, respondents could be selected from organisations operating in Bengaluru, Pune, Hyderabad, Chennai, Mumbai and the National Capital Region.

A purposive sampling approach may be used to ensure that participants have sufficient awareness of AI-enabled work practices. Snowball sampling may supplement the recruitment process.

The illustrative analytical sample is fixed at 400 respondents.

3. Measurement scale

All constructs are proposed to be measured using a five-point Likert scale:
1 = Strongly Disagree
2 = Disagree
3 = Neutral
4 = Agree
5 = Strongly Agree

Higher scores represent stronger agreement with the relevant construct.

4. Operationalisation of constructs

Construct	Proposed dimensions	Illustrative items
AI-induced job insecurity (AIJI)	Quantitative and qualitative AI-related insecurity	5
Career adaptability (CA)	Concern, control, curiosity and confidence	5

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Perceived organisational support (POS)	Organisational care, training, communication and support	5
Employee readiness (ER)	Cognitive, affective and behavioural readiness	5

The items should be adapted from validated literature and reviewed for contextual suitability. A pilot study should be conducted before full-scale data collection.

5. Proposed measurement items

AI-induced job insecurity

- I am concerned that AI may reduce the need for employees performing my current role.
- I believe that AI may make some of my existing professional skills less valuable.
- I am uncertain about the long-term security of my job because of AI developments.
- I worry that AI-enabled automation may limit my future career opportunities.
- I believe that AI-driven changes may significantly alter my current job responsibilities.

Career adaptability

- I actively prepare myself for changes in my professional career.
- I take responsibility for developing the skills required for future work.
- I explore new career opportunities arising from technological developments.
- I am confident in my ability to manage unexpected career challenges.
- I can adjust my professional capabilities to changing AI-related work requirements.

Perceived organisational support

- My organisation values my contribution during technological transformation.
- My organisation provides adequate opportunities to develop AI-related skills.

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- My organisation considers employees' concerns when introducing AI-enabled systems.
- My organisation provides support to employees affected by technological changes.
- My organisation demonstrates concern for employees' long-term career development.

Employee readiness for AI-driven HR transformation

- I understand the potential implications of AI-driven HR transformation.
- I am psychologically prepared to work with AI-enabled HR processes.
- I am willing to develop new competencies required for AI-driven HR transformation.
- I am willing to participate in organisational initiatives involving AI-enabled HR systems.
- I am confident in my ability to adapt to changes in HR practices resulting from AI.

6. Statistical techniques

The following techniques are proposed:

Analysis	Statistical technique	Purpose
Demographic profile	Frequency and percentage	Describe respondents
Descriptive analysis	Mean and standard deviation	Examine construct levels
Reliability	Cronbach's alpha and composite reliability	Assess internal consistency
Convergent validity	Factor loadings and AVE	Assess construct convergence
Discriminant validity	HTMT and Fornell–Larcker criterion	Assess construct distinctiveness

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Correlation	Pearson correlation	Examine bivariate relationships
Direct hypotheses	Multiple regression or PLS-SEM	Examine H1–H3
Moderation hypotheses	Interaction-term regression or PLS-SEM	Examine H4–H5
Model assessment	R^2, adjusted R^2, f^2 and Q^2	Examine explanatory and predictive performance

For moderation analysis, the interaction terms should be generated using mean-centred or standardised predictor variables. A significant positive interaction coefficient between AI-induced job insecurity and either resource variable would indicate that the negative relationship between insecurity and readiness becomes weaker as that resource increases.

V. Illustrative Data Analysis and Results

Important: Every numerical result in this section is simulated for demonstration. These values must not be reported as actual survey findings. The tables are intended to illustrate the structure and interpretation of a future analysis using 400 genuine responses.

1. Demographic profile

Table 1: Illustrative demographic profile of respondents (N = 400)

Demographic variable	Category	Frequency	Percentage
Gender	Male	232	58
	Female	164	41
	Other / Prefer not to say	4	1
Age	21–25 years	72	18
	26–30 years	116	29

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	31–35 years	104	26
	36–40 years	64	16
	Above 40 years	44	11
Experience	Below 2 years	68	17
	2–5 years	112	28
	6–10 years	124	31
	11–15 years	60	15
	Above 15 years	36	9
Job level	Entry-level	88	22
	Executive / Associate	132	33
	Middle management	116	29
	Senior management	64	16
Total		400	100

The illustrative sample consists primarily of employees aged 26–35 years (55%), with 59% having between two and ten years of professional experience. This distribution provides a useful hypothetical representation of employees who may be exposed to AI-enabled work transformation. The demographic profile is illustrative and does not establish the characteristics of an actual Indian IT workforce sample.

2. Descriptive statistics

Table 2: Illustrative descriptive statistics of research constructs

Construct	No. of items	Mean	Standard deviation
AI-induced job insecurity	5	3.62	0.78
Career adaptability	5	3.71	0.69
Perceived organisational support	5	3.48	0.81
Employee readiness	5	3.67	0.73

The illustrative mean values indicate moderate-to-high levels across the four constructs. Career adaptability has the highest mean (3.71), followed by employee

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readiness (3.67). Perceived organisational support has the lowest mean (3.48), suggesting that organisational support could be an important area for managerial intervention in the proposed model. AI-induced job insecurity also has a relatively high mean (3.62), illustrating that employees may simultaneously experience technological uncertainty and readiness to participate in transformation. These are constructed values rather than observed employee perceptions.

3. Reliability analysis

Table 3: Illustrative reliability statistics

Construct	No. of items	Cronbach's alpha	Composite reliability	Result
AI-induced job insecurity	5	0.891	0.92	Acceptable
Career adaptability	5	0.884	0.915	Acceptable
Perceived organisational support	5	0.907	0.931	Acceptable
Employee readiness	5	0.918	0.938	Acceptable

The illustrative Cronbach's alpha values range from 0.884 to 0.918, exceeding the commonly used threshold of 0.70. Composite reliability values also exceed 0.70. These results demonstrate the type of reliability evidence expected in the proposed analysis. Actual reliability can only be established by calculating the statistics from respondent-level item data.

4. Convergent validity

Table 4: Illustrative factor loadings and average variance extracted

Construct	Item	Factor loading
AI-induced job insecurity	AIJI1	0.78
	AIJI2	0.82
	AIJI3	0.85
	AIJI4	0.8
	AIJI5	0.83

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Career adaptability	CA1	0.76
	CA2	0.81
	CA3	0.84
	CA4	0.79
	CA5	0.82
Perceived organisational support	POS1	0.81
	POS2	0.85
	POS3	0.83
	POS4	0.87
	POS5	0.8
Employee readiness	ER1	0.82
	ER2	0.86
	ER3	0.84
	ER4	0.88
	ER5	0.83

Table 5: Illustrative convergent validity assessment

Construct	Composite reliability	AVE	Result
AI-induced job insecurity	0.92	0.671	Satisfactory
Career adaptability	0.915	0.648	Satisfactory
Perceived organisational support	0.931	0.697	Satisfactory
Employee readiness	0.938	0.71	Satisfactory

The factor loadings are above 0.70, while the AVE values exceed the commonly recommended threshold of 0.50. The values indicate an acceptable hypothetical level of convergent validity. In actual analysis, item loadings and AVE must be derived from the observed measurement model rather than selected in advance.

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5. Correlation analysis

Table 6: Illustrative correlation matrix

Variables	AIJI	CA	POS	ER
AI-induced job insecurity	1			
Career adaptability	-0.28	1		
Perceived organisational support	-0.31	0.42	1	
Employee readiness	-0.42	0.48	0.45	1

The correlation matrix indicates a negative association between AI-induced job insecurity and employee readiness (r = -0.420). This suggests that greater perceived insecurity may be associated with lower readiness for AI-driven HR transformation. Career adaptability (r = 0.480) and perceived organisational support (r = 0.450) demonstrate positive associations with readiness. These relationships provide an illustrative basis for examining the direct and moderating effects through regression or structural equation modelling.

6. Hypothesis testing: Direct relationships

Table 7: Illustrative multiple regression results

Hypothesis	Relationship	Standardised beta (β)	t-value	p-value	Decision
H1	AIJI → ER	-0.31	6.42	<0.001	Supported
H2	CA → ER	0.29	6.18	<0.001	Supported
H3	POS → ER	0.24	5.21	<0.001	Supported

model statistics: $R^2 = 0.472$; adjusted $R^2 = 0.468$; $F = 118.00$; $p < 0.001$.

Interpretation of H1: The regression coefficient for AI-induced job insecurity is negative ($\beta = -0.310$), with a t-value of 6.42 and $p < 0.001$. This indicates a hypothetical negative relationship between AI-induced job insecurity and employee readiness. The result is consistent with the proposed argument that employees who perceive AI as a threat to their employment continuity and professional relevance may demonstrate

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lower preparedness to participate in AI-driven HR transformation. Therefore, H1 is supported within the simulated analysis.

Interpretation of H2: Career adaptability demonstrates a positive illustrative influence on employee readiness ($\beta = 0.290$, $t = 6.18$, $p < 0.001$). This suggests that employees with stronger career concern, control, curiosity and confidence may be more willing to respond constructively to AI-related workplace changes. Career adaptability may help employees approach technological transformation through learning, skill development and career exploration. Therefore, H2 is supported within the simulated analysis.

Interpretation of H3: Perceived organisational support demonstrates a positive illustrative influence on employee readiness ($\beta = 0.240$, $t = 5.21$, $p < 0.001$). This suggests that employees who perceive their organisation as supportive may be more willing to participate in AI-driven HR transformation. Training, transparent communication, career development and employee involvement may strengthen employees' confidence in organisational change. Therefore, H3 is supported within the simulated analysis.

7. Moderation analysis

Moderation analysis examines whether career adaptability and perceived organisational support change the strength of the relationship between AI-induced job insecurity and employee readiness.

For the proposed model, the regression equation is:

$$ER = \beta0 + \beta1(AIJI) + \beta2(CA) + \beta3(POS) + \beta4(AIJI \times CA) + \beta5(AIJI \times POS) + \varepsilon$$

The interaction terms should be constructed using mean-centred or standardised variables. A positive interaction coefficient would indicate that the negative association between AI-induced job insecurity and readiness becomes weaker as the moderator increases.

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Table 8: Illustrative moderation analysis

Hypothesis	Interaction effect	β	t-value	p-value	Decision
H4	AIJI × CA → ER	0.12	2.84	0.005	Supported
H5	AIJI × POS → ER	0.1	2.39	0.017	Supported

interaction-model $R^2 = 0.503$; illustrative increase in $R^2 = 0.031$.

Interpretation of H4: The interaction coefficient between AI-induced job insecurity and career adaptability is positive (β = 0.120, t = 2.84, p = 0.005). The positive interaction suggests that career adaptability weakens the negative relationship between AI-induced job insecurity and employee readiness. Employees with stronger career adaptability may be better prepared to manage uncertainty through professional development, career planning and confidence in their ability to acquire new competencies. Therefore, H4 is supported within the simulated analysis.

Interpretation of H5: The illustrative interaction coefficient between AI-induced job insecurity and perceived organisational support is positive (β = 0.100, t = 2.39, p = 0.017). This suggests that organisational support may reduce the negative association between AI-induced job insecurity and readiness. When employees believe that their organisation provides meaningful support, they may be less likely to interpret AI-driven transformation exclusively as a threat. Therefore, H5 is supported within the simulated analysis.

The moderation results should be accompanied by simple-slope analysis and interaction plots in an actual study. These additional analyses would demonstrate the relationship between AI-induced job insecurity and readiness at low, medium and high levels of career adaptability and organisational support.

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VI. Discussion

The proposed framework explains employee readiness for AI-driven HR transformation through the combined influence of technological threat perceptions, individual career resources and organisational resources. The illustrative findings provide a structured example of how these relationships may be examined empirically.

1. AI-induced job insecurity and employee readiness

The proposed negative relationship between AI-induced job insecurity and employee readiness highlights the psychological consequences of technological transformation. Employees may resist AI-driven HR initiatives when they associate such initiatives with job displacement, reduced professional relevance or uncertainty about future responsibilities.

This relationship extends conventional technology acceptance perspectives by recognising that an employee's willingness to participate in transformation may depend on perceived employment consequences. An employee may appreciate the efficiency of AI-enabled systems while remaining concerned about the implications of automation for personal career security.

From a COR perspective, the perceived threat of resource loss may encourage employees to protect existing professional resources rather than invest in uncertain organisational transformation initiatives.

2. Career adaptability and employee readiness

Career adaptability represents an important individual resource in an environment characterised by rapid technological change. Employees who demonstrate career concern, control, curiosity and confidence may be better equipped to respond to AI-related occupational transitions.

The proposed relationship suggests that employee readiness is not determined exclusively by organisational communication or technological design. Individual career resources also influence employees' preparedness to participate in transformation.

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The Indian IT context makes this relationship particularly relevant because professionals frequently encounter changes in technical skills, project requirements, job responsibilities and emerging technologies.

3. Organisational support and employee readiness

Organisational support may strengthen employee readiness by demonstrating that AI transformation is not intended to disregard employee interests. Organisations can improve employee confidence through transparent communication, reskilling programmes, career counselling, participation in implementation decisions and appropriate safeguards.

An employee who believes that the organisation is committed to professional development may be more willing to invest time and effort in learning AI-related competencies.

The proposed relationship also emphasises that AI transformation should not be implemented exclusively through technology procurement and process automation. It requires a supportive organisational environment.

4. Moderating role of career adaptability

The proposed moderation relationship suggests that career adaptability may reduce the adverse consequences of AI-induced job insecurity. Employees with stronger adaptability may interpret technological uncertainty as a challenge that can be managed through learning and career development.

However, career adaptability should not be viewed as a substitute for organisational responsibility. Even highly adaptable employees may experience insecurity if organisations implement AI without adequate communication, employment safeguards or reskilling opportunities.

5. Moderating role of organisational support

Organisational support may reduce the perceived threat associated with AI-induced job insecurity by providing employees with information, training and career assistance.

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This suggests that employees' responses to AI transformation may depend partly on how organisations manage the human consequences of technological change.

Nevertheless, general organisational support may not be sufficient if employees experience direct threats to their employment. Support initiatives should therefore include credible reskilling pathways, transparent workforce planning and fair procedures for redesigning jobs.

VII. Theoretical Implications

This research framework offers several theoretical implications.

First, it extends the application of Conservation of Resources Theory to AI-driven HR transformation by positioning AI-induced job insecurity as a perceived threat to employment, competence and professional identity resources. It also recognises career adaptability and organisational support as resources that may help employees respond to such threats.

Second, the study applies Career Construction Theory to AI-related organisational transformation. Career adaptability is positioned not merely as a predictor of career satisfaction but as a resource that may influence employees' readiness to participate in AI-enabled workplace change.

Third, the framework contributes to the JD-R perspective by conceptualising AI-induced job insecurity as a psychological demand and career adaptability and perceived organisational support as individual and organisational resources.

Fourth, the study distinguishes employee readiness from technological acceptance. Readiness incorporates cognitive, emotional and behavioural preparedness for broader organisational transformation, whereas technology acceptance generally concerns an individual's response to a specific technology.

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Finally, the proposed moderation framework introduces two levels of resource protection: individual-level career adaptability and organisation-level support. This distinction provides a basis for examining how personal and organisational resources jointly influence employee responses to AI-related uncertainty.

Managerial Implications

Develop transparent AI transformation policies

Organisations should communicate the purpose, scope and expected consequences of AI implementation. Employees should receive clear information about which tasks are likely to be automated, which responsibilities will be redesigned and what new competencies will be required.

Introduce structured reskilling programmes

Organisations should provide training in AI literacy, data interpretation, digital collaboration, critical thinking and AI-supported HR processes. Reskilling initiatives should be connected to realistic internal career opportunities rather than treated as isolated training activities.

Strengthen career adaptability

Career development programmes should encourage employees to prepare for future skill requirements, explore alternative roles and develop confidence in managing occupational transitions. Career counselling and individual development plans can support these objectives.

Strengthen organisational support

Organisations should demonstrate support through accessible learning resources, employee consultation, transparent decision-making and fair treatment during job redesign. Employees should have opportunities to raise concerns about AI-enabled systems and their implications.

Implement responsible AI-enabled HR practices

AI-supported recruitment, performance evaluation and workforce planning should include appropriate human oversight, accountability, data protection and procedural

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fairness. Employees should be informed about the role of AI in decisions that affect their professional lives.

Limitations and Future Research

The present manuscript has an important methodological limitation: its numerical dataset is simulated and does not represent actual employees. Consequently, the illustrative results cannot establish empirical relationships or support substantive conclusions about the Indian IT workforce.

Future research should collect primary data from employees working in Indian IT and IT-enabled service organisations. A larger multi-organisation sample could improve the generalisability of the findings.

Second, the proposed model uses a cross-sectional structure for demonstration. Future studies could use a time-lagged or longitudinal design to examine how employee readiness changes before, during and after AI-driven HR implementation.

Third, the study focuses on career adaptability and perceived organisational support as moderators. Future research could examine the role of AI literacy, trust in AI, ethical leadership, perceived procedural justice, psychological safety and employee participation.

Fourth, future studies could distinguish between quantitative and qualitative AI-induced job insecurity. The fear of job loss may have different consequences from concerns about reduced autonomy, professional status or skill relevance.

Fifth, future research could examine differences across job levels, age groups, employment tenure and functional roles. Employees working in recruitment, software development, HR analytics and workforce planning may experience AI transformation differently.

Finally, future research should test whether employee readiness predicts subsequent participation, actual AI-system use, adaptation outcomes and sustained organisational change.

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VIII. Conclusion

AI-driven HR transformation is a socio-technical process that requires more than technological acceptance. Employees' readiness to participate in AI-enabled organisational change may be influenced by their perceptions of job security, their capacity to adapt to career transitions and the support they receive from their organisations.

The proposed framework integrates AI-induced job insecurity, career adaptability and perceived organisational support to explain employee readiness for AI-driven HR transformation. It positions job insecurity as a potential threat to employees' professional resources and career adaptability and organisational support as resources that may strengthen readiness and reduce the adverse consequences of technological uncertainty.

The study's central contribution is its emphasis on the human and organisational conditions necessary for successful AI-driven HR transformation. Organisations should therefore balance technological efficiency with employee development, transparent communication, fair implementation and credible career support.

The illustrative analysis demonstrates how the proposed relationships could be tested using a sample of 400 respondents. However, the reported numerical values are simulated and must be replaced by actual survey data before the manuscript can be presented as an empirical research study. The proposed model offers a foundation for future empirical investigation into employee readiness for AI-driven HR transformation in India.

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