A Study on the Relationship of Artificial Intelligence Applications in HR Processes for Assessing Employee Engagement, Performance, and Job Security

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ABSTRACT

The objective of this research is to investigate how artificial intelligence (AI) might improve HR procedures and increase employee engagement and productivity in organizations. AI-powered tools and applications used in the current era become a decisive point for businesses and its performance may impact employees' job engagement and job performance. The use of artificial intelligence in an organization's activities to manage human resources in the areas of employee engagement, job security, employee performance, particularly in the process of lowering staff workload, and enhancing business performance. The study involved full-time employees with experience using artificial intelligence powered software in Indian multinational corporation. The research data was collected from 310 employees from multinational cooperation. The findings demonstrate that artificial intelligence performance had a significant impact on employee's performance and job engagement, both of which were highly correlated with performance at work evaluation. AI has a positive impact on employee engagement and company performance. Artificial intelligence and job performance were significantly related with job engagement and service performance. Additionally, job security had a significant impact on increasing employees' job engagement and service quality. The study's implication support strategies for conducting performance research and managing human resources. The present study results will help business owners or managers create a productive atmosphere that boosts overall performance and employee engagement at the workplace using artificial intelligence.

Keyword: Artificial Intelligence, Job Engagement, Job Performance, Job Security, Human Resource Process
JEL Classification: M5

1. INTRODUCTION

Artificial intelligence (AI) has become increasingly prevalent in various aspects of organizational operations, including human resources management. One area where Artificial intelligence has garnered significant attention is its potential impact on employee performance (Hughes et al., 2019). By leveraging AI-powered tools and technologies, organizations aim to enhance productivity, efficiency, and effectiveness in the workplace. In the functions of human resources management, AI applications are increasingly being used to streamline recruitment, selection, training, and performance evaluation processes. For instance, AI-powered recruitment platforms utilize machine learning algorithms to analyze candidate resumes, predict job fit, and identify top talent (Sahlin and Angelis, 2019). Similarly, AI-based performance management systems offer real-time feedback, personalized coaching, and data-driven insights to improve employee performance (Fu et al., 2022). Through the provision of advanced analytics, automation, and analytical knowledge, artificial intelligence (AI) significantly improves performance management systems (Ramachandran et al., 2022). AI technologies tend to experience higher productivity levels and revenue growth

compared to their counterparts, although it has been asserted that AI can help workers increase the effectiveness and performance of their work that embrace. Similarly, AI-driven automation can lead to cost savings, process improvements, and competitive advantages for organizations (Bhardwaj et al., 2020; Huang and Rust, 2018; Hughes et al., 2019).

Most of the research the author's analysis of how AI would affect employees is currently theoretical. Few studies have provided conclusive evidence that AI may impact the way employees execute their jobs. The studies of (Prentice et al., 2020; Wei and Prentice, 2022) framed AI as the improvement of emotional intelligence to describe employee performance. The relationship between AI and employee performance has not been the subject of any research (Strohmeier and Piazza, 2015; Shanmugam and Garg, 2015; Fu et al., 2022). As a result, the goal of this study is to examine the potential effects of AI-powered technology on employee job engagement and job performance. This notion can be supported by the idea that AI-enabled tools serve as an important tool to connect technical performance to employee's performance. This study backing a process in which AI apps serve as a crucial tool for assisting workers in carrying out their duties and responsibilities which in turn promotes job engagement and overall job performance. This research places employee engagement and performance as the objective established by service employees to obtain better outcomes. Moreover, it has been asserted that an introduction of AI technologies in the companies would displace employees and create endanger for employees job security at their workplaces (Huang and Rust, 2018). Employees' awareness of AI and the pertinent sophisticated technologies had an impact on their intention to leave their current position. Previous researches have suggested that job security is a significant factor for employee engagement and performance in the companies (Li et al., 2019; Li et al., 2021; Chuah and Yu, 2021). Self-regulation theory proposes recommendations to explain how employees' beliefs of their job security give rise to an internal strength to control their service performance aim (Hughes et al., 2019). This study focuses on the AI application in the job and its impact on employee's engagement, performance and job security. In Figure 1 the following research model is proposed for the current study.

1.1. Aim of the Study
- To examine the role of artificial intelligence to improve Human Resource (HR) processes and boost employee's engagement performance and job security
- To study the relationship between employee engagement, job security, employee performance on AI performance.

2. REVIEW OF LITERATURE

There is little doubt that formal education and on-the-job training are essential channels for improving employee skills and efficiency (Lan et al., 2021). However, the cost is included in the training programme. Employing information and communication technology, such as artificial intelligence (AI), is another way to help employees reach difficult goals and engaging with a difficult job and employees job engagement (Ahn et al., 2019; Li et al., 2021). The use of AI services could help in enhancing the job engagement, performance, reliability and accuracy (Fu et al., 2022). In digital transformation era goals companies cannot heavily depend on individual traits such as skill and dedication of the employees, savvy firms are using ICTs such as AI services to increase employees' capacity for good service rather than investing money in service training. Therefore, the study contends that a high degree of service performance for AI services for employees could increase their job performance and job engagement in the companies.

Employees are crucial in influencing clients' attitudes and behaviors in the context of a service interaction (Hao et al., 2020; Goodwin et al., 2011). Every personal interaction might have emotional components, which are typically brought on by customers (Prentice and Nguyen, 2020). Employees must actively participate in the necessary emotional work, which manifests in acting methods, in order to ensure a successful service transaction (Prentice et al., 2020). Employee's positive psychological process with the companies is known as job engagement. Under any circumstances, engaged workers are capable of handling workplace demands (Costa et al., 2014; Abdeldayem and Aldulaimi, 2020). Employee performance has long been recognized as being influenced by job engagement. Job security is the perception that employees have of their future employment with the company (Kuhnert and Palmer, 1991; Huang and Rust, 2018). Employees think that their efforts and commitment to their jobs will be recognized by offering a stable employment for their staff, and this perception is fostered by organizational endeavors in logical contracts (Abedin, 2022). In exchange for continuous employment, job security is frequently offered by the company (Wong et al., 2019). Therefore, when employees are more engaged at work, job security frequently leads to greater organizational commitment and employee performance (Rodwell et al., 2015; Kraimer et al., 2005). The increasing prevalence of AI, which has been seen to replace some human employment and pose challenges to the workforce (Reilly, 2018; Abedin, 2022), makes job security all the more crucial. Utilizing AI services could backfire if this observation and phenomenon cause employees to feel insecure about their jobs (Huang and Rust, 2018); this could result in technology misuse, conflict, and even counterproductive behaviors that could harm organizational performance and reputations in addition to lowering job engagement (Bhargava et al., 2021). Kraimer et al. (2005) employees with job stability have greater internal resources for self-control and involvement at work. Nevertheless, job security could lessen the negative effects of AI on customer service quality by providing employees with the confidence that advances in technology will support, not replace, their job functions (Rodwell et al., 2015; Bhargava et al., 2021).

The integration of artificial intelligence (AI) into various industries has sparked discussions about its implications for employees' job security. While AI presents opportunities for efficiency and innovation, concerns have arisen regarding its potential to automate tasks traditionally performed by human workers, leading to fears of job displacement (Mukaihata, 2018). A secure job should give employees the tools they need to maintain their energy, "which consists of resources that are consumed in effortful activity," as they work toward their service objectives (Saxena

et al., 2022; Huang and Rust, 2018). High use of AI service could make it easier for personnel to provide superior service. This is particularly true for those who feel safe in their jobs because a stable work can give personnel greater motivation to use the proper tools throughout the service encounter, resulting to a higher degree of service quality (Abdullah and Fakieh, 2020; Mukaihata, 2018). Employees' feelings of job security may drain their enthusiasm and hinder their ability to complete tasks on time and empathically, which would lower the quality of their service even when AI services could help them do so (Huang and Rust, 2018). Indeed, studies have shown that certain roles, particularly those involving repetitive or routine tasks, are susceptible to automation, raising questions about the future of employment in affected sectors (Abedin, 2022; Kraimer et al., 2005). However, it is essential to recognize that AI also offers opportunities for augmentation rather than replacement, where AI technologies can complement human skills and enhance productivity in the workplace. Moreover, the rise of AI underscores the importance of skills development and lifelong learning for maintaining job security (Fu et al., 2022). Employees need to adapt to the changing labor market by acquiring new skills and competencies through reskilling and upskilling initiatives. As such, while AI presents challenges for job security, it also encourages a shift towards a more dynamic and adaptable workforce, where individuals are equipped with the skills needed to thrive in the digital age. The following hypothesis are tested in the present study based on the review of literature.

2.1. Hypothesis of the Study

H_1 There is a positive relation between Job engagement and AI performance

H_2 There is a positive relation between employee's job performance and AI performance

H_3 There is a positive relationship between Job Security with use of AI performance

H_4 There is a positive relationship between AI performance, employee performance and job security and employees engagement.

3. METHODS

The data was gathered from the employees of reputed IT company in India in 2023. The questionnaire was developed and sent to the targeted respondents who are permanent employees of the company at random. The questionnaire inquires whether the potential respondents are familiar with artificial intelligence tools that are being utilized to support their professional duties inside the company. The data were collected only by individuals who stated they have the necessary expertise in using AI tools. The survey's voluntary and anonymous participation was confirmed. The survey generated 310 eligible responds that fulfill the requirement of the instrument. The data gathered was analyzed with the help of statistical tools like average, means, SD, percentage, correlation and regression (Malik, 2023; Allam et al., 2021; Javed et al., 2020).

Rich et al. (2010) provided the basis for the job engagement scale. The Probst (2003) job security scale was modified with an emphasis on employees' perceptions of job security as a result of the use of AI technology at work. The effectiveness of

AI was evaluated using a 14-item Prentice and Nguyen (2020) questionnaire. In this study, respondents uploaded a snapshot of the endorsed performance rating to calculate employee work performance. A five-point Likert scale was used to evaluate each item ranging from 1 (strongly disagree) to 5 (strongly agree).

4. RESULTS

Table 1, below depicts the demographics factors of the respondents in percentage, 75.45% of the respondents were male and 24.55% female. The respondent's qualification majority is of graduate 56.23%, followed by post-graduation 36.07%. Marital status of the respondents married 67.48 and unmarried 28.12%. Work experience of the respondent's majority is between the 8 and 12, 39.5%, followed by 4-8, 38.2%. The position of the respondents in the company is executive/managerial 21.45% and non-managerial are in majority 67.23%.

The reliability and validity of the study variables were examined. Each scale has a Cronbach's alpha value >0.75, indicating good reliability showed in Table 2. The correlation analysis reveals that there was a strong correlation between the links among the study constructs. Moreover, multi collinearity not a problem as was evaluated in the current study.

The result of hypothesis 1 showed that the effectiveness of AI services is correlated significantly with job engagement. The mean score for AI performance is 3.84, with a standard deviation of 0.77. The reliability coefficient (Cronbach's alpha) for AI performance is high at 0.94, indicating strong internal consistency among the items measuring AI performance. AI performance is positively correlated with job engagement ($r = 0.56$), job security ($r = 0.66$), and job performance ($r = 0.60$), suggesting that higher perceived AI performance is associated with greater levels of job engagement, job security, and job performance. The second hypothesis suggests a link between the effectiveness of AI performance and job performance. The mean score for job engagement is 3.44, with

Table 1: Demographics variables of employees

Demographic variables	Percentage
Gender	
Male	75.45
Female	24.55
Qualification	
Graduation	56.23
Post-graduation	36.07
Others	7.70
Marital status	
Married	67.48
Unmarried	28.12
Divorced	3.40
Work experience in the organization	
1–4	16.4
4–8	38.2
8–12	39.5
12 and above	5.9
Position	
Executive/Managerial position	21.45
Non-Managerial position	67.23
Others	11.32

Table 2: Mean, standard deviation, Cronbach's alpha and correlation

Variables	Mean (M)	(S.D)	Alpha (α)	AI performance	Job engagement	Job security	Job performance
AI performance	3.84	0.77	0.94	0.79			
Job engagement	3.44	0.78	0.90	0.56**	0.71		
Job security	3.58	0.86	0.91	0.66**	0.56**	0.76	
Job performance	3.74	0.76	0.85	0.60**	0.55**	0.67**	0.74

"**p<0.01"

Table 3: Summary of hypothesis testing

Hypotheses	P value	Results
H1 Job engagement→AI performance	0.000	Supported
H2 Employee performance→AI performance	0.010	Supported
H3 Job Security→AI performance	0.020	Supported
H4 AI performance → (Job engagement×employees performance×job security)	0.000	Supported

***p<0.001, **p<0.01, *p<0.05

Figure 1: Proposed model

a standard deviation of 0.78. The reliability coefficient for job engagement is also high at 0.90. Job engagement is positively correlated with AI performance (r = 0.56) indicating that higher levels of job engagement are associated with higher perceived AI performance, job security, and job performance. The data support the third hypothesis that there is a positive relationship between AI and job security. The mean score for job security is 3.58, with a standard deviation of 0.86.

The reliability coefficient for job security is 0.91, indicating high internal consistency among the items measuring job security. Job security is positively correlated with AI performance (r = 0.66), job engagement (r = 0.56), and job security (r = 0.76), suggesting that higher perceived job security is associated with higher levels of AI performance, job engagement, and job performance. The 4th hypothesis asserts AI performance, job engagement, employee performance and job security overall has a positively correlated. The mean score for job performance is 3.74, with a standard deviation of 0.76. The reliability coefficient for job performance is 0.85, indicating strong internal consistency among the items measuring job performance. Job performance is positively correlated with AI performance (r = 0.60), job engagement (r = 0.55), and job security (r = 0.67), indicating that higher

levels of perceived job performance are associated with higher levels of AI performance, job engagement, and job security. Job performance scores are similar to those of AI performance, suggesting that respondents perceive both AI performance and their own job performance positively.
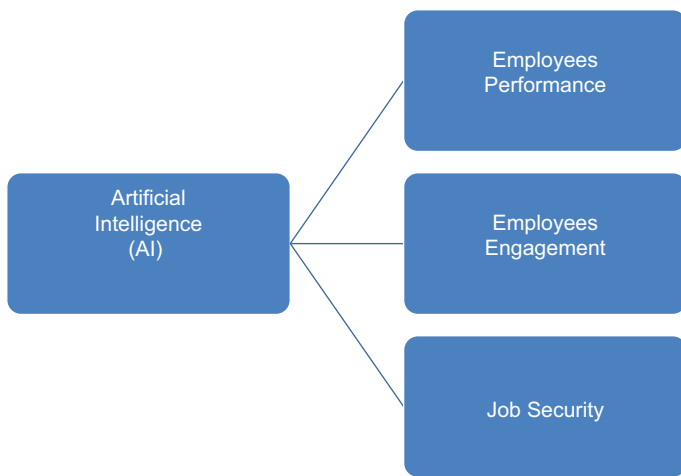
Overall, the data suggested a positive relationship between perceived AI performance, job engagement, job security, and job performance, highlighting the importance of these factors in shaping employee attitudes and outcomes in the workplace. Table 3 showed the summary of hypothesis H1, H2, H3 and H4 all results were supported.

5. DISCUSSION AND CONCLUSION

The results of this study showed that employee performance and job engagement were significantly related by AI performance, and both variables were substantially connected with employee job performance. According to Li et al. (2019), employees' awareness of artificial intelligence and robotics significantly affected how engaged they were at work. The study offers organizational behavior experts a new forum to discuss job security and performance. Job security had a strong influence on improving workers' job engagement and service performance. Employee perceptions of job insecurity caused by AI had a significant impact on job engagement and turnover intention, according to Koo et al. (2021). Malik et al. (2022) for the pertinent literature and practitioners, the study provides a variety of consequences. The assertions that advancements in AI lead to employment insecurity, regardless of their positive effects on workers, were validated by the considerable moderating effect of job security. These findings are consistent with those of (Pan et al., 2022; Boustani, 2022; Brougham and Haar, 2020), who discovered that employee perceptions of the threat posed by technological change had a significant impact on job insecurity and intentions to leave the company.

There is a considerable relationship between AI and employee service performance, which also presents a fresh approach to dealing with employees' service encounter behaviors and performance (Rao et al., 2020). This study offers a novel approach to presenting a cost-effect technique by illustrating how AI-powered tools and applications may be utilized to improve employee service and employees performance. The results are in line with those of Tong et al. (2021), who claimed that AI data analytics may boost employee productivity by improving the quality of feedback. The considerable moderating effect of job security shows that management should employ AI technologies appropriately. To better understand how AI may increase workers' productivity without harming their jobs, it can be useful to solicit

feedback from the workforce. AI has a major impact on employee engagement and performance (Wijayati et al., 2022; Prentice et al., 2020). The study demonstrates that employees can leverage current technological performance to their advantage when providing services. For instance, chatbots that are driven by AI are frequently employed in businesses to initiate communication with clients. After being processed by AI, consumer requests are subsequently transferred to the appropriate workers for further action. In the context of predicting sales, For the benefit of the sales team and marketers, AI analytics can be utilized to forecast demand and set prices. Employee decisions and performance are eventually determined by the performance of AI (Lan et al., 2021; Wang et al., 2021). By incorporating technology into service quality management, this finding broadens the scope of service quality study. Technology may be utilized to increase employee engagement and performance, the strong association between AI performance, work engagement, and performance in this study advances the field of human resource management research. Due to its relationship with employees work behaviors and productivity, job engagement has been a crucial component of organizational effectiveness (Goodwin et al., 2011). The most effective methods for raising employee job engagement have been to provide proper organizational support and effective leadership. These tactics demand too many organizational resources. The study indicates improving satisfaction with work and productivity may be accomplished by utilizing AI technology. This research supports findings of many other researchers (Goodwin et al., 2011; Fu et al., 2022; Li et al., 2021; Lan et al., 2021; Wang et al., 2021).

5.1. Implications of the Study

Human resource professionals must look beyond to address quality service and employee performance, organizational resources and personality traits and experts in employee relations should consider the implications of the research's results. This is due to the strong relationships that exist between AI, employee service performance, performance at work, and engagement at work. Despite the fact that personal traits like personality and emotional intelligence have been extensively discussed as important and valid predictors of work behaviors and performance, management may decide to invest in artificial intelligence (AI) technologies to boost employee performance when employees lack the required personal skills. Performance management solutions benefit from AI's superior analytics, automation, and tailored insights because they make fair evaluations, data-driven decisions, and continual improvement possible. It enables firms to efficiently accomplish their strategic goals and maximize performance and employee engagement. Job security has a potent moderating effect, indicating management should employ AI technologies appropriately. To learn how AI may increase worker productivity without compromising their jobs, feedback from employees can be useful. Artificial intelligence holds promise for enhancing employee performance and organizational effectiveness. By leveraging AI-powered tools and technologies, organizations can optimize human resources management processes, improve decision-making, and foster employee engagement and satisfaction. However, it is essential to address ethical and social concerns associated with AI adoption, such as privacy, bias, and transparency, to ensure that the benefits

of AI are realized without compromising employee rights and well-being.

5.2. Limitation and Future Research

This research has some limitation. First limitation is the location country i.e., India. The results might only apply to those from the same geographic and demographic backgrounds as the respondents. The results can be confirmed by conducting study in further areas. The second most important limitation is sample of the research it may impact on how generalizable the results are to the larger group of workers employed by service companies in Indian Multinational Corporation (MNC). Third limitation is small sample size. A larger number of participants can produce more accurate statistical results. Fourth, there are a vast range and variety of AI-powered tools being used in organizational settings. By categorizing these technologies and their functionality, the investigation's findings might be improved. Future research should examine these limitations to improve validity and generality. There is a need for further research to better understand the complex interplay between artificial intelligence and employee performance. Future studies could explore the moderating and mediating factors that influence the effectiveness of AI interventions, such as organizational culture, leadership style, and individual differences. Additionally, longitudinal research designs and cross-cultural studies could provide insights into the long-term effects of AI adoption on employee well-being, job satisfaction, and organizational outcomes.

6. ACKNOWLEDGMENT

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