Article

Effect of HRM exogenous influences on job satisfaction: AI triggered downsizing, following Covid-19 hybrid work culture, & profession difficulties

Omar N. Badran[1,*], Ruba Elhawi[2], Mothanna Attal[3], Fandi Omeish[4], Akın Marşap[1]

[1] Department of Business Management, Institute of Social Sciences, Istanbul Aydın University (IAU), Istanbul 34295, Turkey

[2] Business administration, Isra University, Amman 1162, Jordan

[3] Graduate School of Management, Université de Rennes 1, Rennes 35700, France

[4] E-Marketing and Social Media Department, Princess Sumaya University for Technology, Amman 11941, Jordan

* Corresponding author: Omar N. Badran, onidalbadran@stu.aydin.edu.tr

Abstract: This study employed a deductive approach to examine external HRM factors influencing job satisfaction in the post-pandemic hybrid work environment. Explores the intermediary functions of age, gender, and work experience in this particular environment. The data-gathering procedure consisted of conducting semi-structured interviews with carefully chosen 50 managers representing various sectors, industries, organizations, and professions. The applied approach was adopted to allow a systematic and unbiased investigation of the mediating variables. The study used SPSS 25 and Smart PLS 4 to analyze the model, enhancing understanding of HRM challenges in a constantly evolving workplace. The findings offer valuable insights for HR experts and businesses, highlighting the value of comprehending what methods HRM components influence job satisfaction to optimize employee well-being and productivity. The study provides applied recommendations designed for enhancing employee contentment in the AI-evolving professional atmosphere, shedding light on the importance of supportive leadership strategies, particularly during AI-triggered downsizing. Additionally, we welcome a new era to push forward in integrating and managing AI tools and technologies to automate decision-making and data processing. Results propose that Exogenous influences of human resource management (HRM) influence manager job satisfaction considerably. Specifically, downsizing caused by AI was found to have negative consequences, whereas diversity and restructuring have favorable effects. Gender was recognized as a crucial factor that influences outcomes, then age and years of experience have the most visible effect.

Keywords: downsizing caused by AI; Job satisfaction; HRM; Covid-19; hybrid working culture; AI triggered downsizing; professional difficulties; organizational management

1. Introduction

The complex and dynamic field focuses on the research of human behavior Human resource management, also known as (HRM), organizational strategies, and the wider socioeconomic background. HRM methods aim to optimize the well-being and efficiency of employees inside an organization (An et al., 2011). Nonetheless, the effectiveness of HRM is greatly influenced by several external elements that outline the environment where it operates. It is essential for HR specialists and researchers to understand and manage these external factors to develop strategies that meet the evolving needs of employees and society. (Khanwalkar and Dabir, 2022). Human Resource Management is influenced by countless external elements, including economic conditions, technological breakthroughs, demographic changes, legal

structure reforms, worldwide market dynamics, sociocultural trends, and norms (Mohammad et al., 2022). These elements consistently and actively affect the HRM environment, influencing companies' tactics and approaches. Economic environments have a significant impact on the dynamics of the job market. Therefore, this affects the methods used for hiring, downsizing the workforce, offering compensation, and retaining employees (Larkin et al., 2012). The discipline of HRM is experiencing significant transformations, due to technological enhancements, leading to changes in work procedures. This pertains to using artificial intelligence (AI) technology to enhance virtual work environments, analyze data, automate repetitive operations, and enhance resource allocation. Burke and Ng (2006) argue that the shifting population demographics, characterized by an increasing number of older workers and a varied range of generations, require customized human resources strategies to address the distinct requirements and expectations effectively.

Exogenous influences, such as workforce termination caused by advances in artificial intelligence (AI), the implementation of a hybrid work environment following the pandemic, and career-related problems, have a substantial impact on the importance of job happiness. An empirical investigation has demonstrated that downsizing has negative consequences on work satisfaction, job performance, and the perception of job security, while also exerting an impact on organizational morale, trust, and dedication (Russo et al., 2020).

Exogenous influences, for instance, the downsizing triggered by artificial intelligence (AI) technological advancements, the shift to more flexible work arrangements due to the pandemic, and the career-related challenges individuals face, meaningfully influence the significance of job satisfaction. Related studies have shown that downsizing negatively impacts work satisfaction, job performance, and the sense of job security. It also has an adverse effect on organizational morale, trust, and dedication.

Human Resource Management (HRM) in a dynamic work environment focuses on efficiently managing the Exogenous influences that influence employee satisfaction. Organizations encounter challenges such as downsizing, fostering diversity and inclusion, and executing organizational transformations. The study utilizes qualitative methodologies to investigate the relationship between these characteristics and job satisfaction, with a specific focus on the gender orientation, age, and managerial skills of employees.

Review of Related Literature

1.1. Downsizing caused by AI

The term "AI downsizing" means simply as it sounds the action of laying off a part of all of the working departments in the organization due to implementing AI technology to replace human-operated task(s) or/and full workflow functions and later complete department components. Cascio (1993) explains that the underlying reason is the inadequacy of deviating from the traditional method of building organization structures and supervising activities which is largely built upon theoretical foundations of authoritative leadership, governance, and the segmentation into many subdivisions. Technology advancements necessarily require firms to change how they operate,

perform, and allocate resources. Consequently, technical, and human resources are likely impacted whereby the need for human nature of work is diminished in favor of technology. The shrinkage could be shaped by several variables, such as financial constraints, changes in corporate goals, or challenges in implementing and maintaining AI systems (Madan, 2023). Salem et al. (2022) study the effect of downsizing and other policies implemented during the pandemic towards the intention to retain employees, job satisfaction, and job insecurity. Their work dissects the ambient factors brought about by downsizing reform and pandemic activities and their effect on job satisfaction in terms of hybrid working environments (a working model that has arisen after the global outbreak). Liou and Wang (2019) explore the extent to which the value of management and financial status of a company might influence downsizing reform (i.e., corporate restructuring in economic scenarios under a downward direction, resulting in fewer workers and economic transactions); there is much we can learn from their work about the fiscal constraints and strategic direction that influence the adoption of AI in the US. the public sector in the post-pandemic context of hybrid work. focuses on potential gains if small and medium-sized enterprises (SMEs) use artificial intelligence (AI) to deal with the rising labor challenges in the aftermath of the pandemic. In particular, we assessed the effects of AI on work, firms, and performance (Lu et al., 2022).

1.2. Job diversity

This effect of diversity on the level of satisfaction of managers working in a mixed employment environment is quite big when we think of the issues and dilemmas organizations face in embracing the effects of the post-pandemic hybrid working paradigm. The role of the manager as a key agent of mediation in establishing a positive inclination to embrace post-pandemic improvements in making the work environment more intelligent, happier, and effective has been eloquently stated by Mangla (2021). Mousa et al. (2020) found that when employees were actively involved in the extra-role behaviors that contribute to improving their firm's operations, they reported greater satisfaction with the workplace, where the existence of techniques that promote diversity in the management of a heterogeneous workforce can act as a factor of mediation in this interaction. Jha et al. (2023) found through their study that there is a positive association between the flexible workplace and perceived organizational support in the remote work setting and its level of productivity and satisfaction of the employees, as well as a strong association between the balance in work and family and the satisfaction of employees. Thus, the diversity policies appear to affect the level of satisfaction experienced by managers at work in a mixed work environment. As stated by Chaudhry et al. (2021), In many organizations, the focus shifts from diversity to the management of inclusion, with the need to establish an inclusive work environment. Furthermore, Anglim et al. (2019) on the other hand advocates that personality, values, and cognitive ability can all predict employee attitudes towards workplace diversity. That the results tend to emphasize the need for inclusive approaches that take into account individual differences in terms of how much managers might be satisfied in different work environments is consistent with this concern. Research has shown that incorporating fair and inclusive policies at work,

as well as proactive diversity management, can positively affect employee job satisfaction. However, the extent to which this positive effect occurs is probably less for those from racial or ethnic minority backgrounds than for those from other identities (Choi and Rainey, 2013). Research has shown that incorporating diversity management into an organization has a positive and significant effect on employee job satisfaction. In addition, the magnitude of the effect is further examined by the individual's perception of age, gender, and ethnic bias (Mousa et al., 2020). Understanding how diversity affects the effective performance of managerial jobs during this post-pandemic era of hybrid work is vital. Organizations can incorporate diverse perspectives and information from diverse sources into strategies to increase managers' satisfaction in dynamic work settings.

1.3. Organizational restructuring

Organizational restructuring is a preplanned major restructuring of an organization's structure, process, or altogether its operations for accommodating internal and external changes. The process may involve restructuring the form, nature, and operational procedures of the business to cope with emerging market conditions, technological advancements, or strategic objectives (De Jong et al., 2016). The main purpose of organizational restructuring is to increase organizational operational efficiency, improve overall performance, and adapt to the changing environments of business (Schuler et al., 2014). A research area is to analyze how organizational restructuring affects managers' job satisfaction in the post-pandemic phase of hybrid work. Some research has shown that organizational restructuring often negatively affects employees' job security, organizational commitment, time experience, mental well-being, and turnover intention (De Witte et al., 2015). Managers thought the transition from working in the office to remote management was a much harder process and, as a result, their working hours had increased (Al-Habaibeh et al., 2021). However, managers had mainly support and endorsement from the subordinates and their peers, and they did not receive enough administrative support (Passey et al., 2018). When executed with precision, restructuring initiatives have the potential to enhance job satisfaction by offering perceived organizational backing and alleviating stress (Pijpker et al., 2012). Following the pandemic, substantial transformations have taken place in the economy, labor market, and government administration, all of which have had a noteworthy influence on individuals' mental well-being (Tuzovic et al., 2021). Furthermore, the integration of career planning management has been discovered to have a substantial influence on workers' work attitudes, leading to a favorable enhancement of their job satisfaction and commitment to the organization. Having a detrimental impact on their deliberate employee attrition (Hou, 2023). Considering the controlling effects of gender on job satisfaction is important. Effective leadership from senior management and their commitment to comprehensive quality management and customer satisfaction contribute to a rise in job satisfaction (Haddad et al., 2018). This is achieved by fostering an organizational culture that highlights the significance of total quality and customer satisfaction (Belias et al., 2014).

1.4. HRM exogenous influences & job satisfaction

One of the areas where most research effort has been expended in the fields of organizational psychology and management is on (HRM) practices and their relation to work satisfaction. (HRM) plays a pivotal role in shaping the work context and influencing employee experiences. It involves a set of activities such as selection, training, appraisals, and the development of employee involvement (Albrecht et al., 2015).

Job satisfaction, on the other hand, represents the contentment and emotions that employees have towards their occupations. There is ample evidence from studies that the use of effective HRM systems correlates with higher levels of job satisfaction (Hitka et al., 2021). To fully comprehend the impact of Exogenous influences on job happiness, it is crucial to consider the influence of AI downsizing, the rise of hybrid work during the pandemic, and the obstacles faced in one's professional career. Research has verified that downsizing harms workplace morale, job performance, and the perception of job security (Armstrong-Stassen, 2002). Ersoy and Ehtíyar (2023) did a study in which they analyzed reviews by experts in English papers to determine the relationship between artificial intelligence (also called AI) and employee labor results. The findings were categorized into three main themes: factors that promote or hinder the adoption of AI, the particular AI methods used, and the outcomes of AI implementation. The main and frequently studied outcomes of AI installation are welfare, turnover intention, and job engagement. Langer et al. (2021) emphasize that AI has impacted workers by modifying both the nature of jobs and the overall quality of work. Skilled workers may experience a rise in their incomes, while others may face a decline in their earnings due to automation. Artificial intelligence has the capacity to reduce repetitive or dangerous tasks, but it may also increase work velocity. The impact of AI on managerial duties directly impacts the quality of work conducted by the subordinates of the manager. AI positively impacts the inclusiveness of the workplace and justice at work which impacts the quality of work. The final impact of HRM on the sentiment of job satisfaction is that HRM impacts positively on job satisfaction and vice versa. It is possible that HRM institute creates a conducive workplace for job satisfaction which then leads to benefits for the people as it reduces stress levels and also for the companies as it increases the productivity and retention of personnel.

2. Objectives

The study examines the impact of the decline in AI utilization, diversity program utilization, and organizational design on manager job satisfaction. The moderating effect of age, gender, and years of tenure on the relationship between the external HRM attributes on manager job satisfaction is the objective of the study.

3. Methodology

3.1. Population and sample

The findings were based on a cross-cultural sample of 50 first-line managers from public and private organizations in various countries, businesses, organizations, and

levels. This sample selection provided a balanced representation of age, gender, and experience levels. Population and sample selection is a crucial part of the research technique for a qualitative study to investigate the effect of external HRM determinants on manager/office working post-pandemic. The study further examined the moderating effect of age, gender, and experience on job satisfaction. A semi-structured interview is conducted on 50 managers to have evenhanded and impartial representation of mediator variables (Sandelowski, 1995). The important strength of qualitative research is the use of judgment in selecting a sample size. When making this selection, it is important to consider the quality of the data, the research methodology, and the end goal of the study. This study's approach matches this goal of having a wide sample size of managers' perspectives in different professional circumstances. As Coyne (1997) stated, strategic sampling involves selecting people from varied backgrounds and functions. In qualitative research, Coyne contrasts deliberate and theoretical sampling. To ensure a diverse perspective on external human resource management issues and employee happiness, the poll recruited managers from various sectors and roles. Abrams (2010) also noted that qualitative sampling processes should be thoroughly reviewed and challenged, not whether the sample is typical of the community. This also emphasizes the study's authors' attention on selecting management individuals related to the research aims and qualitative in character. Resonances The study surveyed 50 managers to gather diverse perspectives on the impact of external HRM challenges on job satisfaction. The sample size enhances qualitative research by facilitating an in-depth comprehension of HRM practices and employee satisfaction. Clarifying the sample size's rationale and generalizability would enhance the study's credibility.

Fifty managers were selected to provide a balance between data depth and breadth. Kantola (2023) asserts that leaders' views embody value-driven attitudes that significantly influence organizational results. The research can yield insights into various organizational contexts and HRM practices through interviews with managers across diverse sectors and roles. Diversity is crucial for comprehending the intricate impacts of HRM on job satisfaction.

The sample and data collection method ties up to Higginbottom's (2004) work due to his focus on the complexity of sampling in qualitative research and the need for detail in methodology. Semi-structured interviews with managers are a purposeful qualitative research method to find the impact of Exogenous HRM factors on job satisfaction. In addition, the found-out gender, age, and experience of the subjects in the study also emphasized the point brought by Boddy (2016) regarding the size of the qualitative research sample. The point we seek to accomplish here is that we must understand qualitative sampling methodology.

3.2. Data collection

Using semi-structured interviews, data was collected on 50 managers from across different sectors, industries, companies, and working levels to ensure the role-taking variables were neutral. Each participant was interviewed either by phone or via video call, considering that the managers were located in different cities and countries, and, in some cases, they had multiple daily activities. In-depth, structured interviews were

conducted as the aim was to understand, from the first-person perspective, how managers constructed the mortality-salience primes they got and to evaluate if there was a recurrence of premises and repetitions.

3.3. Analysis of the data

The study was based on a qualitative content analysis approach, using a semi-structured interview to identify recurring themes, relations, and patterns in the collected material, with a focus on feelings of insecurity due to new technological solutions based on artificial intelligence (AI), diversity initiatives, organizational restructuring in the work environment, and their relationship to job satisfaction. We also examined whether gender, age, and years of experience moderate the results.

4. The study's methodologies

4.1. The study's research question

This research also aims to understand Exogenous structural HRM influences such as Downsizing triggered by AI, Job Diversity programs in the workplace, and Organizational Restructuring on the job performance of Managerial levels of People working in the USA, Saudi Arabia, Jordan, and Turkey managers, considering the remote/office work paradigm (after the pandemic) and to understand whether gender, age and years of experience control that association.

4.2. Deductive approach

Deductive methodology was used in the research study. This kind of study usually starts with a hypothesis that is subjected to careful observations or collection of data. The investigation started with a theoretical framework that looked at the effect of Exogenous variables on Manager's job satisfaction in the HRM field. Later on, this theoretical framework was employed the test was performed utilizing real data acquired from managers.

4.3. Population

The participants included in the study are managers located in Türkiye, Jordan, KSA, and USA. The following category comprises individuals with specialized knowledge who occupy significant roles in the domain of Human Resource Management (HRM). As a result, they possess the ability to offer relevant perspectives on the effect of Exogenous influences on their job satisfaction.

4.4. Sample size computation

The sample size for quantitative research was established based on the concept of data saturation. In qualitative research, the determination of its size is usually not established in advance, but rather determined as the process of gathering data unfolds. The study persisted in gathering data through interviews until no further information or themes surfaced, signifying the attainment of saturation.

4.5. Sampling method

The current study employs purposive or judgmental sampling as the selected sample technique. The selection of managers was driven by the research objectives, which aimed to ensure a diverse sample that includes differences in age, gender, years of experience, and organizational affiliations, with a focus on their relevance to the study.

4.6. Data gathering technique

The research conducted in-depth, partially structured interviews with managers. Meetings were chosen due to their ability to facilitate both open-ended and closed-ended inquiries, allowing for a more comprehensive exploration of the participants' experiences and opinions. Due to the qualitative nature of this investigation, a methodology was required that could accurately capture the complexity of the relationships between variables, as shown in **Table 1**.

4.7. Research hypotheses

The researcher's research model is derived from Mudor and Hamdia (2011), as shown in **Figure 1**. A conceptual framework is proposed to examine the relationship between human resource management techniques, job satisfaction, and turnover. The Job Satisfaction Scale was created by Warr et al. (1979), and the research was conducted by Sanders (2019). The study, "Measuring employee job satisfaction during workplace downsizing," was conducted as a PhD dissertation at Nova Southeastern University. In addition, the study also considered demographic variables, as stated by Venkatesh et al. (2003).

H1: The combined effect of HRM Exogenous influences on manager job satisfaction.

H1.1: AI Downsizing of HRM Exogenous influences a negative effect on Manager Job Satisfaction at a significance of $P < 0.05$.

H1.2: Job Diversity of HRM Exogenous influences affect Manager Job Satisfaction at a significance of $P < 0.05$.

H1.3: Organizational Restructuring of HRM Exogenous influences affect Manager Job Satisfaction at a significance of $P < 0.05$.

H2: The effect of HRM Exogenous influences on Manager Job Satisfaction varies statistically varying Demographic variables, as shown below:

H2.1: The effect of HRM Exogenous influences on Manager Job Satisfaction varies statistically varying gender.

H2.2: The effect of HRM Exogenous influences on Manager Job Satisfaction varies statistically varying age.

H2.3: The effect of HRM Exogenous influences on Manager Job Satisfaction varies statistically, varying years of experience.

H2.4: The effect of HRM Exogenous influences on Manager Job Satisfaction varies statistically varying education.

H3.0: There is no variance involving the affected HRM influences on Job satisfaction of male and female Managers.

H3.1: There is no variance in the HRM influence on job satisfaction for managers at various education levels.

H3.2: There is no interaction effect between gender and education level on Managers affected HRM Job satisfaction.

4.8. Model of the study

4.8.1. Data analysis

The survey data are analyzed using SPSS 25 and Smart PLS 4 to estimate the research model. Descriptive analysis involves examining the average values and distributions of variables. Next, a correlational analysis was conducted to assess the associations between variables. Subsequently, the conceptual framework and anticipated routes are examined using structural equation modeling (SEM). Structural Equation Modeling (SEM) allows for simultaneous investigation of mediating, moderating, and direct interactions. Bootstrapping is a statistical method used to assess the significance of indirect effects. Finally, multi-group analysis in structural equation modeling (SEM) evaluates differences in the research model based on utilization intensity segments. These methods are adept at analyzing intricate correlations among variables in social science research. To improve the clarity and comprehensiveness of the statistical analysis section, it is crucial to include further details about model fit indices and the interpretation of key pathways, to enhance the credibility of the findings and assist readers in comprehending the validity and robustness of the results.

4.8.2. Normality test

Prior to undertaking the data analysis procedure, the researcher must ensure that the data exhibits a normal distribution. Consequently, skewness and kurtosis tests were performed on all study variables, with the criterion that if the absolute values of skewness are less than 2 and the absolute values of kurtosis are less than 7 for samples larger than 10, it suggests that the study variables closely resemble a normal distribution. **Table 2** demonstrates that the absolute values of the skewness for the study variable are all below 2. Similarly, the absolute values of the kurtosis for the study variable are all below 7. This indicates that the study variables closely approximate a normal distribution.

Table 1. Variables in the model of research.

independent Variable	Moderating Variables	Dependent Variable
AI Downsizing	gender	
Job Diversity	age	Job Satisfaction
Organizational Restructuring	years of experience	

4.8.3. The independence of observations

The Durbin-Watson statistics are a useful tool for evaluating the independence of observations and assumptions in your dataset. Generally, it is believed that values between 1.5 and 2.5 satisfy this premise. Regarding our situation, the value of 1.602 is confidently situated inside this spectrum (Verma, 2019).
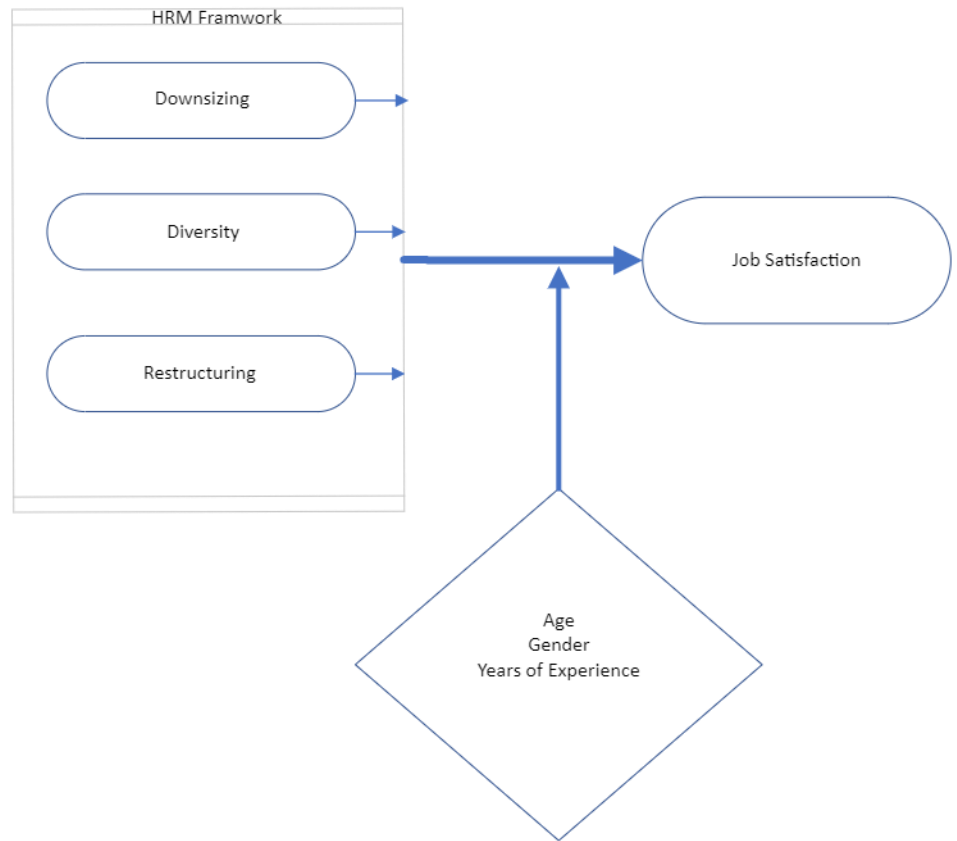
Figure 1. Model of the study.

Table 2. Normality test.

Variables	N	Skewness	Kurtosis
	Statistic	Statistic	Statistic
V1DON	50	0.137	2.100
V2DIV	50	0.020	0.886
V3RES	50	0.712	0.450
V4JOBST	50	1.792	4.623
Valid N (listwise)	50		

4.8.4. The validity of the approach

The objective of this test is to verify that the phrases in the study tool can effectively collect data. To accomplish this, the researchers disseminated the study interview to a cohort of specialized specialists and academics in the respective disciplines. Their objective was to assess the entirety of the interview and pinpoint any ambiguous inquiries, extremely difficult terminology, or unsuitable choices for certain queries. To ensure quality, the questionnaire was meticulously designed in both English and Arabic and underwent thorough review and validation by several experts.

4.8.5. Collinearity diagnostic

Flawless collinearity refers to a situation where one or more independent/predictor variables can be expressed as a precise linear combination of the other variables. It signifies that if two independent variables have a symmetrical relationship, then the values of β for each variable are consistent. An examination of

the multicollinearity test is conducted on independent variables. The Variance Inflation Factor (VIF) values range from 1.208 to 2.060, below the threshold of 5. This implies no collinearity issue in the study model, 3 (Gujarati et al., 1999). As demonstrated in **Table 3**.

Table 3. (VIF).

Coefficients[a]			
Model			
		Collinearity Statistics	
		Tolerance	VIF
	Var1DON		
		0.828	
		1.208	
1	Vsr2DIV	0.510	1.962
	Var3RES	0.485	2.060
a	Dependent Variable: Var4JOBST		

4.9. Outcomes & results

This research aims to offer significant insights into the complex correlation between Exogenous HRM elements and job satisfaction in the era of hybrid working after the pandemic. The study illuminated the particular difficulties and advantages presented by AI downsizing, Job Diversity, and organizational reorganization, and how these aspects impact work satisfaction. inside the group of managers. The study also enhanced comprehension of the mediating functions of age, gender, and work experience in this particular setting. Prior to assessing the study model, the preliminary analysis involved examining descriptive statistics and bivariate correlations among the variables. Subsequently, structural equation modeling is utilized to evaluate the postulated connections to them.

4.9.1. Descriptive statistics and frequency distributions

The section demonstrates the means, standard deviations, and frequency distributions for all multi-item concepts assessed through 5-point Likert scales. Mean scores were somewhat high, ranging from 3.22 to 3.65, indicating that the HRM Exogenous influences had a promising impact across the outcome variables. Based on the descriptive statistics table showing the means for each measurement item. The overall mean scores for all constructions are rather high, mainly between 3.22 and 3.65 on the 5-point scale. This suggests generally convincing responses to the HRM Exogenous influences and their effects on job satisfaction. The highest mean is for the AI Downsizing (3.652), with the lowest standard deviation (0.737) indicating agreement amongst respondents on the effect of the downsizing, due to AI advancements in workflow automation, which significantly leads to the need for fewer human resources in the workforce. The next highest mean is Job Diversity (3.450), suggesting that Job Diversity has a significant effect on job satisfaction in the atmosphere of the post-pandemic era concluded with hybrid work. This aligns with prior research showing Job Diversity can still directly spike and influence job

satisfaction in hyper-work settings (Li et al., 2020). As for Restructuring, it also has a fairly prominent mean (3.225), supporting the notion that restructuring increases objective awareness and sparks concern about affected job satisfaction (Cartwright and Cooper, 2014). The moderately lower mean for HRM restructuring (3.225) compared to other constructs suggests there is the capacity for advancement in how HRM experts cause job satisfaction in the post-pandemic era, especially through hybrid work. Inform employees on organizational changes, resulting in increased concerns about the impact of these changes on their job satisfaction. Implementing excellent HRM practices can motivate employees to take the initiative in developing strategies to do their tasks efficiently, leading to higher job satisfaction and positive organizational results. Effectively reorganizing the interactions between various levels of management and employees can greatly enhance employee retention (Ekmekçioğlu and Nabawanuka, 2023; Seyffert, 2024).

4.9.2. Respondent profile and analysis of demographic differences

The composition and demographic parameters of the responders offer valuable context regarding the study participants. An analysis was also performed to ascertain whether views of the outcome differed based on demographic parameters such as age, gender, country of residence, education level, and previous managerial position. Analyzing the characteristics of the respondents and detecting any notable demographic variations might provide valuable information about which audience segments are likely to be most open to HRM in the post-pandemic age, particularly in the Hybrid. **Table 4**, Panel A provides a summary of the frequency distribution of prominent features of the respondents, while Panel B displays the results of ANOVA and t-tests that investigate disparities across various demographic dimensions.

Table 4. Respondent profile and analysis of demographic differences.

Panel A: Demographic Profile of Respondents				Panel B: Statistical Differences Results		
Results Demographic	Sub-Group	Frequency	Percent	Dimension	*F*	Sig.
Age	25–33	17	34.0	AI Downsizing	0.825	0.044
	34–44	31	62.0	Job Diversity	1.453	0.244
	45–54	2	4.0	Restructuring	0.829	0.442
	Total	50	100.0	Job Satisfaction	0.850	0.500
Gender	M	34	68.0	AI Downsizing	15.773	0.000006
	F	16	32.0	Job Diversity	15.575	0.000006
	Total	50	100.0	Restructuring	14.931	0.000010
				Job Satisfaction	7.636	0.000087
Managerial Position	Low Management	29	58.0	AI Downsizing	0.084	0.919
	Mid-Management	8	16.0	Job Diversity	0.764	0.471
	Top Management	13	26.0	Restructuring	0.085	0.918
	Total	50	100.0	Job Satisfaction	0.577	0.508
Education Level	Diploma	2	4.0	AI Downsizing	2.108	0.013
	Bachelor's	23	46.0	Job Diversity	2.902	0.054
	Master's	25	50.0	Restructuring	2.134	0.129
	Total	50	100	Job Satisfaction	1.651	0.017

Table 4. (*Continued*).

Panel A: Demographic Profile of Respondents				Panel B: Statistical Differences Results		
Results Demographic	Sub-Group	Frequency	Percent	Dimension	F	Sig.
	JO	12	24.0	AI Downsizing	0.605	0.725
	KSA	12	24.0	Job Diversity	0.749	0.614
Country of Residence	Qatar	11	22.0	Restructuring	0.660	0.682
	TR	7	14.0			
	USA	8	16.0	Job Satisfaction	0.785	0.0508
	Total	50	100.0			

Panel 1 presents the demographic distribution of the survey participants based on age, gender, country of residence, education level, and previous managerial position. The sample exhibited a somewhat young preference, with more than 34% of individuals being under the age of 33. Additionally, the sample was largely male, with males comprising 68% of the participants. This is unsurprising considering the emphasis on HRM eternal factors that were most affected in terms of job satisfaction. Jordan and Saudi Arabia accounted for the biggest proportion of nationalities at 24%, followed by Qatar at 22%. In the US 16% and in Türkiye 14% of individuals had been involved in HRM Exogenous influences in conditions of AI downsizing, Job Diversity, and restructuring over the previous 2 years, indicating that a significant segment of them required widespread awareness of the realized issues and challenges.

The age group that made the greatest contribution consisted of middle-aged individuals and those younger than the overall population of the age group. This indicates a growing presence of younger managers in leadership positions. Furthermore, it was observed that younger age groups had greater understanding and support for the latest techniques and concerns in Human Resource Management (HRM), demonstrating proficiency in applying contemporary skills and standards.

ANOVA and independent samples t-tests were performed to measure the significant differences in the key outcome variables based on demographic factors. The statistical results presented in Panel 2 demonstrate that gender significantly influenced the AI downsizing procedure's job satisfaction, with more male respondents rating it higher. This aligns with literature suggesting younger employees are more affected by communication and in the AI downsizing stage (Carrillo-Garcia et al., 2013). Job Diversity and Restructuring also played a major effect on how job satisfaction was shaped. Education Level had a major impact on all the HRM variables and their effectiveness on job satisfaction.

Country of Residence also impacted all the HRM together on job satisfaction, with Jordan participants rating it lower than Saudi Arabia. This may be because Jordan suffered the most after math impact due to the post-pandemic effect on the workforce complementing that the AI technology enforcement rapidly changing the labor force needs. No other demographic variables exhibited significant effects. The overall lack of major differences suggests HRM can be effective across diverse audience segments in shaping job market intentions. Younger employees may be slightly more alert, but the positive reactions across age groups indicate HRM effects have a wide generational pull.

We can notice that Jordan, and Saudi Arabia, came in at 24% response, while Qatar was with a rate of participated in the study at a whopping 22%, however, the US only participated with 16% in the study, due to the population's slight size compared to the others.

4.9.3. Correlation analysis

Prior to verifying the study hypotheses, a correlation analysis was performed to evaluate the links between the important constructs. The correlation matrix results are presented in **Table 5**.

Table 5. Correlation matrix analysis.

Correlations					
AI Downsizing	Pearson Correlation	1			
	Sig. (2-tailed)	0.000			
Job Diversity	Pearson Correlation	0.558**	1		
	Sig. (2-tailed)	0.000			
Restructuring	Pearson Correlation	0.420**	0.359*	1	
	Sig. (2-tailed)	0.002	0.010		
JOBSAT	Pearson Correlation	0.018	0.171	0.001	1
	Sig. (2-tailed)	0.903	0.235	0.997	

**. Correlation is significant at the 0.01 level (2-tailed).
*. Correlation is significant at the 0.05 level (2-tailed).

The data demonstrates that all variables displayed positive and statistically significant correlations, indicating initial proof of a connection between job satisfaction and the outcome measures. The most significant association was found between AI Downsizing and Job Diversity, indicating that individuals with a higher inclination towards HRM have the greatest impact on employee job satisfaction. The consistently favorable and robust associations support the conceptual model that suggests AI Downsizing and Job Diversity influence employee behavior by improving credibility, communication, engagement, and restructuring. The correlation matrix provides evidence for hypothesized correlations before doing multivariate hypothesis testing. The bivariate correlations were all lower than the threshold of 0.7, alleviating concerns about multicollinearity in future investigations. Overall, the correlations signify HRM experts can successfully increase destination awareness, trust, and interest, and increase job satisfaction to varying degrees based on AI technology effect in the hybrid-based workforce.

4.9.4. Cross loading

If a variable is determined to have multiple significant loadings, it is referred to as cross-loading. This creates difficulty in labeling the elements that share the same construct, making it challenging to distinguish and include them as separate ideas, as demonstrated in **Table 6**.

Table 6. Cross loadings.

	AI Downsizing	Job Diversity	Restructuring	Job Satisfaction
DO1	**0.627**	0.616	0.526	0.055
DO2	**0.738**	0.225	0.060	0.096
DO3	**0.802**	0.305	0.070	0.181
DO4	**0.710**	0.464	0.599	0.091
DO5	**0.613**	0.417	0.318	0.273
DIV1	0.514	**0.948**	0.427	0.085
DIV2	0.502	**0.953**	0.431	0.061
DIV3	0.599	**0.926**	0.382	0.110
DIV4	0.428	**0.822**	0.078	0.363
RES1	0.464	0.279	**0.824**	0.170
RES2	0.263	0.277	**0.931**	0.079
RES3	0.348	0.259	**0.863**	0.063
RES4	0.399	0.440	**0.868**	0.024
JOBSAT1	0.008	0.007	0.032	**0.604**
JOBSAT2	0.016	0.087	0.094	**0.698**
JOBSAT3	0.043	0.139	0.043	**0.613**
JOBSAT4	0.075	0.050	0.206	**0.603**
JOBSAT5	0.085	0.145	0.025	**0.656**

The data presented in **Table 6** clearly shows a strong correlation between each variable and its intended construct, suggesting that there are no problems with cross-loadings across the variables. According to the findings of Hair et al. (2010), all variable loadings surpass the 0.60 criteria, thereby demonstrating their associations with the relevant constructs.

4.9.5. Discriminant Validity

The results of the discriminant validity study, which was conducted using the Square Root of the AVE method (Fornell and Larson, 1981), are shown in **Table 7**. The loadings of all indicators on their respective latent variables are greater than the loadings on other variables. This satisfies the criteria for discriminant validity.

Table 7. Discriminant Validity Analysis.

	DOW	DIV	RES	JOBSAT
DOW1	**0.627**			
DOW2	**0.738**			
DOW3	**0.802**			
DOW4	**0.710**			
DOW5	**0.613**			
DIV1	0.514	**0.948**		
DIV2	0.502	**0.953**		
DIV3	0.599	**0.926**		
DIV4	0.428	**0.822**		

Table 7. (*Continued*).

	DOW	DIV	RES	JOBSAT
RES1	0.464	0.279	**0.824**	
RES2	0.263	0.277	**0.931**	
RES3	0.348	0.259	**0.863**	
RES4	0.399	0.440	**0.868**	
JOBSAT1	0.007	0.032	0.007	**0.404**
JOBSAT2	0.087	0.094	0.065	**0.698**
JOBSAT3	0.139	0.043	0.003	**0.513**
JOBSAT4	0.050	0.206	0.002	**0.503**

4.9.6. Convergent validity

Convergent validity shows the level to which indicators of the same construct converge and are assessed based on (Hair et al., 2010) criteria: The Cronbach's alpha should be greater than 0.70, the composite reliability should be greater than 0.70, and the average variance extracted (AVE) should be greater than 0.50.

Table 8 demonstrates that all Cronbach's alpha, composite reliability, and AVE values satisfy the specified levels, demonstrating that the constructs possess satisfactory convergent validity.

Table 8. Convergent validity.

Variables	Cronbach's alpha	Composite reliability	The average variance extracted (AVE)
AI Downsizing	0.834	0.907	0.712
Job Diversity	0.822	0.930	0.771
Restructuring	0.829	0.908	0.714
Job Satisfaction	0.850	0.946	0.815

4.9.7. PLS-SEM key fit measures

SRMR (standardized root mean square residual)

A popular model fit metric in PLS-SEM, the SRMR quantifies the discrepancy between the observed and model-implied correlations. It is frequently regarded as the best model fit index for PLS-SEMR (Henseler et al., 2015).

SRMR < 0.08 is naturally considered acceptable, indicating a good model fit.

In the analysis, SRMR was indicated at 0.015 which lies in the acceptable range.

R^2 (Squared Multiple Correlation)

In PLS-SEM, R^2 values quantify the variation explained by the model for each endogenous construct (dependent variable). A high R^2 signifies a model that accounts for a considerable portion of the variance in the dependent variables (Hair et al., 2017).

The R^2 value of the study's dependent variable is 0.847 which is considered substantial.

Assessment of the structural model

Interpreting the important routes found in the SEM study is essential. This entails talking about the direction and strength of the correlations between the variables as well as their applications, as shown in **Figure 2**.
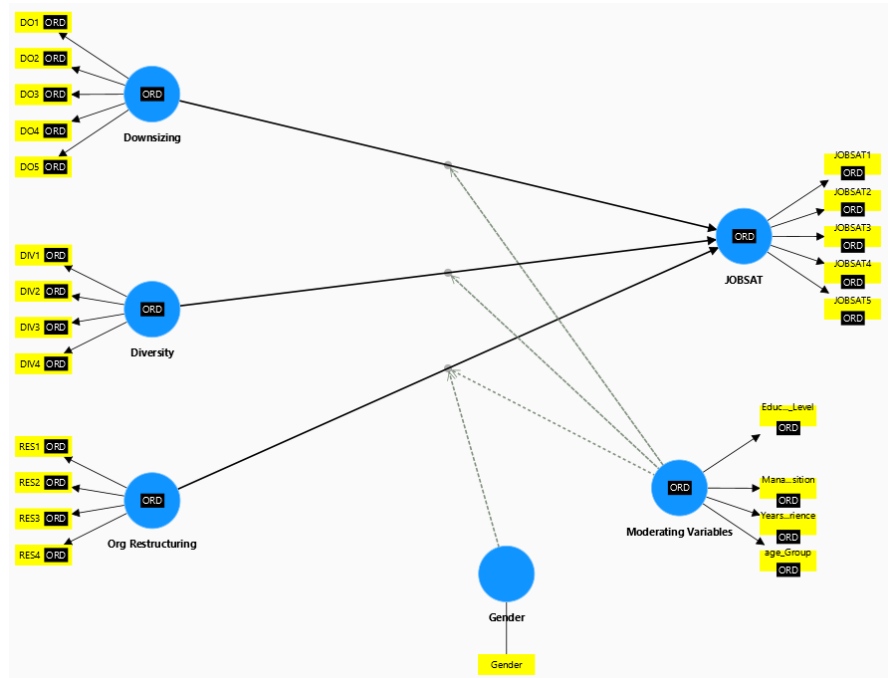

Figure 2. Structural model.

Hypothesis testing

In order to evaluate the hypothesis, an SEM bootstrapping analysis and regression were performed using the Smart PLS 4 program. The findings displayed in **Table 9** serve as the foundation for assessing the proposed correlations.

Table 9. Path analysis "SEM results".

Main H	Sub-H	Path	Coefficients	T statistics	*P* values
	H1.1	AI Downsizing > JOBSAT	−0.337	1.610	0.001
H1	H1.2	Job Diversity > JOBSAT	0.381	2.991	0.000
	H1.3	Org Restructuring > JOBSAT	0.297	2.557	0.014
	H2.1	HRM x gender > JOBSAT	0.30	2.340	0.018
H2	H2.2	HRM x age > JOBSAT	0.34	2.217	0.028
	H2.3	HRM x experience > JOBSAT	0.671	1.363	0.000
	H2.4	HRM x education > JOBSAT	0.862	2.180	0.000

The conceptual model and the hypothesized linkages were empirically examined through the application of structural equation modeling. The table labeled "SEM results" in **Table 9** displays the path coefficients and significance and in **Table 10** the Regression values that were utilized to assess the hypotheses.

Table 10. Regression values.

		Mean Square	*F*	Sig.
1	Regression	6.808	15.416	0.000[b]
	Residual	0.442		

Dependent Variable: JOBSAT[a]
Predictors: (Constant), RES, DIV, DOW[b]

When evaluating hypotheses, researchers rely on the statistical criteria outlined and demonstrated in the works of Dalgaard (2008) and Norušis (2011).

Accept the alternative hypothesis (H1) if the *p*-value is less than 0.05 and reject the alternative hypothesis if the *p*-value is more than 0.05.

Accept the null hypothesis H01 if the calculated *F* value is smaller than the tabulated *F* value and reject the null hypothesis H01 if the calculated F value is bigger than the tabulated *F* value.

Accept hypothesis H01 if the R Square Change value is 0 and reject hypothesis H01 if the R Square Change value is greater than 0.

H1: The combined effect of HRM Exogenous influences on manager job satisfaction.

H1 proposed that the combined effect of HRM Exogenous influences (AI Downsizing, Job Diversity, and organizational restructuring) on manager job satisfaction is statistically significant at a significance level of $P \leq 0.05$. This was strongly supported as all pathways were significant ($R = 0.708$, $p < 0.001$, $F = 15.416$, $\beta = 0.296$).

H1.1: AI Downsizing of HRM Exogenous influences a negative effect on Manager Job Satisfaction at a significance of $P < 0.05$.

H1 proposed that AI Downsizing had a negative statistically significant impact on Manager Job Satisfaction. The results provided an undesirable effect ($\beta = -0.337$, $p < 0.001$) To provide evidence for H1.1, which suggests that the reduction of Exogenous elements in HRM has a statistically significant negative effect on manager job satisfaction, The research conducted by Adikaram et al. (2021) on crisis management frameworks during the COVID-19 epidemic might be considered. This study offers valuable insights into HRM practices' impact on employee well-being and satisfaction during crises, specifically AI Downsizing techniques. The findings support the premise that these policies have a detrimental influence on employees.

H1.2: Job Diversity of HRM Exogenous influences affect Manager Job Satisfaction at a significance of $P < 0.05$.

H1.2 proposed that Job Diversity had a positive statistically significant impact on Manager Job Satisfaction. The results provided a strong effect of ($\beta = 0.381$, $p < 0.000$, $T = 2.991$) Madera et al. (2017) examine the relationship between HRM Exogenous influences and manager job satisfaction, specifically focusing on the impact of Job Diversity. They explore how HRM practices, such as Job Diversity initiatives, can influence employee performance and satisfaction. By utilizing this data, the theoretical framework may emphasize the significance of Job Diversity in HRM practices in improving job satisfaction among managers.

H1.3: Organizational Restructuring of HRM Exogenous influences affect Manager Job Satisfaction at a significance of $P < 0.05$.

H1.3 proposed that Organizational Restructuring had a positive statistically significant impact on Manager Job Satisfaction. The results provided a strong effect of ($\beta = 0.297$, $p < 0.014$, $T = 2.557$) The study conducted by Fernández et al. (2017) on the impact of clean development mechanism projects on HRM practices can be pertinent to H1.3, which investigates how organizational restructuring of HRM Exogenous elements affects manager job satisfaction. The study elucidates the effects of organizational changes, such as restructuring for environmental initiatives, on HR operations, specifically job satisfaction.

H2.1: The effect of HRM Exogenous influences on Manager Job Satisfaction varies statistically varying gender.

H2.1 proposed that HRM Exogenous variables on Manager Job Satisfaction positively varies statistically depending on gender. The results provided a strong effect of ($\beta = 0.30$, $p < 0.018$, $T = 2.340$)

H2.2: The effect of HRM Exogenous variables on Manager Job Satisfaction varies statistically depending on age.

H2.2 proposed that HRM Exogenous variables on Manager Job Satisfaction positively varies statistically depending on age. The results provided a strong effect of ($\beta = 0.34$, $p < 0.028$, $T = 2.217$)

H2.3: The effect of HRM Exogenous influences on Manager Job Satisfaction varies statistically, varying years of experience.

H2.3 proposed that HRM Exogenous variables on Manager Job Satisfaction positively varies statistically depending on years of experience the results provided a strong effect of ($\beta = 0.671$, $p < 0.000$, $T = 1.363$)

H2.4: The effect of HRM Exogenous influences on Manager Job Satisfaction varies statistically varying education.

H2.4 proposed that HRM Exogenous variables on Manager Job Satisfaction positively varies statistically depending on education. The results provided a strong effect of ($\beta = 0.862$, $p < 0.000$, $T = 2.180$)

Mentions such as Nyathi and Kekwaletswe (2023) on electronic HRM configuration and Sheehan et al. (2013) on HR professional role tensions can be used to address H2.1 to H2.4, which examine how HRM Exogenous variables interact with demographic determinants. These studies offer valuable insights into the impact of gender, age, experience, and education on HRM practices and how they subsequently affect job satisfaction among managers.

H03.0: There is no variance involving the affected HRM influences on Job satisfaction of male and female Managers.

The ANOVA tested for a main effect of gender. the main effect was found for gender (1,5) = 5.3, $p = 0.068$, partial $\eta^2 = 0.518$, observed power = 0.48. Male managers' perception of job satisfaction ($M = 3.10$, $SD = 0.27$) significantly differed from Female managers' perception of job satisfaction ($M = 3.75$, $SD = 0.34$), which is more significant, meaning that female managers are more satisfied with their jobs, Therefore, the null hypothesis was rejected.

H3.1: There are no variances involving the affected HRM influences on Job satisfaction for Managers in various education levels.

Hypothesis H3.1 was tested with a two-way ANOVA. The independent variable was education levels. Education levels were grouped into categories (1: Diploma's Degree 2: Bachelor's Degree

3: Master's Degree). **Table 4** presents descriptive statistics. The ANOVA tested for a main effect of education levels. There was no main effect for education levels, $F(2,5) = 0.2$, $p =. 0.822$, partial $\eta^2 = 0.075$, observed power $= 0.036$. Managers who had a Diploma did not significantly differ in their perceptions of job satisfaction ($M = 3.30$, $SD = 0.14$) from employees who hold a bachelor's degree ($M = 3.20$, $SD = 0.34$). Therefore, the null hypothesis was Accepted.

H3.2: There is no interaction effect between gender and education level on Managers affected HRM Job satisfaction.

For Research Hypothesis H3.2 tested the interaction between gender and education level to determine whether job satisfaction depended on different education levels and gender on Managers. **Table 4** presents descriptive statistics. Significant interaction was found between gender and education level, $F(2, 124) = 2.32$, $p = 0.018$, partial $\eta^2 = 0.317$, observed power $= 0.207$, as shown in **Tables 2** and **9**. Therefore, the null hypothesis was rejected. results were statistically significant; a line graph was generated to determine if any trends were observed Job satisfaction trended higher for the females with master's degrees than for males with the same educational level. Job satisfaction trended lower for males' diplomas than for females with the same educational level. Job satisfaction however showed a higher balance for males with bachelor's degrees than for females.

5. Conclusions & recommendations

5.1. Conclusions

The findings of this investigation demonstrated that:

The HRM exogenous variables have a statistically significant impact on manager job satisfaction. The downsizing of HRM due to AI has a considerable detrimental impact on manager job satisfaction, particularly due to exogenous impacts.

Table 11. Conclusion study results.

Hypotheses of H	Result
H1: The combined effect of HRM Exogenous influences on manager job satisfaction.	Accepted
H1.1: AI Downsizing of HRM Exogenous influences a negative effect on Manager Job Satisfaction at a significance of $P < 0.05$.	Accepted
H1.2: Job Diversity of HRM Exogenous influences affect Manager Job Satisfaction at a significance of $P < 0.05$.	Accepted
H1.3: Organizational Restructuring of HRM Exogenous influences affect Manager Job Satisfaction at a significance of $P < 0.05$.	Accepted
H2.1: The effect of HRM Exogenous influences on Manager Job Satisfaction varies statistically varying gender.	Accepted
H2.2: The effect of HRM Exogenous variables on Manager Job Satisfaction varies statistically depending on age.	Accepted
H2.3: The effect of HRM Exogenous influences on Manager Job Satisfaction varies statistically varying years of experience.	Accepted
H2.4: The effect of HRM Exogenous influences on Manager Job Satisfaction varies statistically varying education.	Accepted
H3.0: There is no variance involving the affected HRM influences on Job satisfaction of male and female Managers.	Rejected
H3.1: There are no variances involving the affected HRM influences on Job satisfaction for Managers in various education levels.	Accepted
H3.2: There is no interaction effect between gender and education level on Managers affected HRM Job satisfaction.	Rejected

The presence of job diversity in HRM has a notable and beneficial effect. Exogenous factors affecting Manager Job Satisfaction, as demonstrated in **Table 11**.

1) The restructuring of HRM has a notable and beneficial effect on manager job satisfaction, particularly when influenced by Exogenous factors.

2) This suggests that gender has a significant influence on the relationship between HRM Exogenous variables and manager job satisfaction, leading to favorable statistical improvements.

3) Acknowledge the presence of adverse statistical shifts in the effect of HRM Exogenous effects on Manager Job Satisfaction, attributed to age.

4) It has been acknowledged that the impact of HRM exogenous variables on manager job satisfaction does not show any statistical variations based on years of experience. The impact of HRM exogenous variables on manager job satisfaction is statistically affected by education.

5) There is a disparity in the job satisfaction of male and female managers in terms of the influence on HRM.

The study's findings might benefit from more practical advice for HR practitioners managing hybrid teams and integrating AI into HRM. In a post-pandemic workplace, HR managers need practical knowledge to assist employees cope with AI-triggered downsizing and support diversity during restructuring:

1) Promoting Diversity in Restructuring: Prioritizing diversity is essential throughout organizational restructuring. Managers should receive diversity and inclusion training from HR to identify and address biases during restructuring. Diverse task forces overseeing restructuring activities can guarantee varied perspectives are considered, resulting in more equal outcomes (Dima, 2024).

2) Responsible AI Integration: Integrate AI into HRM processes with prudence. HR professionals must create AI ethics to make AI systems transparent and accountable. AI algorithms are audited regularly to prevent HR bias and discrimination (Nurimansjah, 2023). By responsibly using AI, firms may boost employee trust and HRM efficiency.

3) Promoting Human-AI Collaboration: HR professionals should foster an atmosphere where human judgment complements AI skills. This hybrid method improves decision-making and encourages innovation. Training programs that stress creativity, empathy, and AI competencies help prepare employees for a future where humans and machines work together (Bujold et al., 2023).

4) the implementation of supportive leadership strategies in managing artificial intelligence (AI) within the workplace can significantly inform policy development across various domains, including labor regulations, ethical considerations, and the creation of sustainable work environments. As organizations increasingly integrate AI technologies, the role of leadership becomes pivotal in navigating the complexities associated with these advancements (Madancian, 2024).

Finally, top leadership must communicate about downsizing and AI. Communicating openly will help people comprehend the issue. Artificial intelligence makes downsizing crucial in IT. Several variables affect job security. Minimizing can help you grow. Organizations should promote skill-building efforts. Effective expectation management and uncertainty reduction need precise and honest

communication. Leaders should show empathy and understanding. Offer managers professional development. AI will restructure jobs and roles. AI can be used in the workplace. Collaboration with AI systems may demand new skills.

5.2. Recommendations& future work

Based on an analysis of prior data and interviews with managers, the researchers suggest the following ways to improve work satisfaction:

It is crucial to promote interest in understanding and dealing with the negative effects and causes of downsizing by using coping strategies to handle stress or uncertainty during downsizing, particularly in response to the incorporation of AI in the organization's hybrid working environment after the pandemic.

Emotional intelligence:

Understand and accept my emotions and reactions to the reduction process. Enable the manifestation of a diverse range of emotions in response to stress.

Foster and advocate for open and honest communication. Share relevant information on downsizing, address any concerns, and explain the reasoning behind the decisions.

Show genuine empathy for team members who have been affected. Offer support and create a welcoming environment for facilitating discussions.

Focus your attention on what can be controlled or manipulated:

Direct your attention to variables that are under our control. Develop forward-thinking solutions, offer assistance to the remaining employees, and ensure a smooth transition.

Others suggest different methodologies.

When dealing with downsizing, it is recommended to give priority to moral and physiological concerns.

Strategic alignment: Explain how the redistribution of duties aligns with the organization's objectives and incorporates AI technology. Adapt to the evolving trends in the market.

A leadership strategy that is centered around people emphasizes the importance of effective communication and acknowledges the need to make required adaptations for the organization's success. Encourage team participation by including team members in decision-making and assigning tasks based on their specific talents and expertise.

Skill Enhancement: Address skill gaps by offering training and development opportunities for positions that frequently change. Downsizing caused by the use of artificial intelligence (AI) has a negative effect on employment stability. The stability of employment at a banking institution may be impacted by several challenges arising from downsizing due to the adoption of artificial intelligence (AI).

Analyzing and recognizing upcoming trends and advancements in the business industry:

Understand the application of artificial intelligence in the finance industry. Competitiveness is contingent upon the process of evolution.

Examining Organizational Strategy:

Comprehend the firm's strategic vision and ensure that the incorporation of AI aligns with the long-term objectives. Reorganization and downsizing may be necessary.

Future Work:

1) Examining How AI HRM Practices Are Affected by Remote Work: Examine how AI HRM practices have changed as a result of the move to remote and hybrid work environments, paying particular attention to corporate culture, performance management, and employee engagement.

2) Employee well-being and High-Performance AI-powered Work Systems (HPWS): Analyze how smart HPWS and employee well-being relate to one another across a range of industries, with an emphasis on how these systems may be AI optimized to improve employee happiness and organizational performance.

3) Analyzing AI and Automation: HRM is becoming more efficient as a result of the integration of AI and automation into HRM procedures, which streamline hiring, onboarding, and employee management and their impact on employee satisfaction via the TAM model to measure all the acceptance aspects of that specific technology.

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