

AI-driven talent management and organizational psychology: A structural model of talent pool effectiveness

Gugus Wijonarko^{a,*}, Alexander Wirapraja^b, Gaurav Joshi^c, Safira Hutama^a, Mudayat^a

^a STIAMAK Barunawati, Indonesia

^b Institut Informatika Indonesia, Indonesia

^c Lal Bahadur Shastri Institute of Management, New Delhi, India

ARTICLE INFO

Keywords:

AI-driven HRM
HR technology adoption
AI acceptance
Organizational psychological climate
Talent pool management
Structural equation modeling

ABSTRACT

This cross-sectional study examines associations among HR technology adoption (HRTA), an AI-supportive organizational psychological climate (OPF), employees' AI-driven psychological adoption (AIPA), and perceived talent pool management effectiveness (TPME). The archived analysis used covariance-based structural equation modeling with 184 respondents. To address conceptual ambiguity in the prior version, AIPA is defined consistently as employees' psychological acceptance of AI-enabled HR systems, reflected in trust, perceived fairness, and willingness to use such systems; OPF is treated as a provisionally reflective organizational-climate construct rather than as a collection of separate psychological theories. The available output shows positive unstandardized paths from HRTA to AIPA ($B = 0.426$, $SE = 0.030$, $CR = 14.113$, $p < .001$), from OPF to AIPA ($B = 0.567$, $SE = 0.020$, $CR = 28.215$, $p < .001$), and from AIPA to TPME ($B = 2.504$, $SE = 0.347$, $CR = 7.211$, $p < .001$). Conditional direct paths from HRTA and OPF to TPME were negative ($B = -0.570$ and -0.849 , respectively). Because the supplied analysis does not report global model-fit statistics, standardized effects, a validated four-factor measurement model, or bootstrapped indirect effects, the revised manuscript does not claim that the SEM is well fitting or that mediation has been established. The findings are therefore interpreted as cross-sectional associations that require confirmatory reanalysis before publication.

1. Introduction

Artificial intelligence (AI) is increasingly embedded in human resource management (HRM) through recruitment systems, workforce analytics, performance platforms, learning technologies, and decision-support tools. These applications can improve information processing and talent-related decisions, but technological capability alone does not determine how employees experience or use AI-enabled HR systems (Deepa et al., 2024; Singh & Pandey, 2023; Tinguely et al., 2023). Research therefore increasingly emphasizes the interaction between digital infrastructure and employee perceptions of trust, fairness, usefulness, and organizational support (Agarwal, 2023; Madanchian & Taherdoost, 2025).

The original manuscript attempted to integrate technology adoption, organizational psychology, AI-related psychological processes, and talent management outcomes. However, it used the term AI-driven psychological adoption (AIPA) inconsistently, at times referring to

employee acceptance of AI and at other times to AI-based psychological analytics. These meanings are not interchangeable. In this revision, AIPA is used only to denote employees' psychological acceptance of AI-enabled HR systems. Specifically, AIPA refers to a favorable cognitive-affective orientation toward using AI in HR processes, reflected in trust in the technology, perceived fairness of AI-supported decisions, and willingness to interact with or use the system. The construct does not refer to an AI system that diagnoses or processes employees' emotions or psychological states.

A second conceptual issue concerns organizational psychology factors (OPF). The prior manuscript combined perceived organizational support, culture, leadership support, psychological safety, readiness for change, trust in technology, and openness to innovation without clarifying whether these were separate dimensions or manifestations of one latent variable. In the originally estimated model, OPF was represented by five observed indicators as a single latent factor. Accordingly, the revised manuscript describes OPF more narrowly as an AI-supportive

* Corresponding author.

E-mail addresses: gugus.wijonarko@stiamak.ac.id (G. Wijonarko), wirapraja@ikado.ac.id (A. Wirapraja), gauravjoshi12@gmail.com (G. Joshi), safira@stiamak.ac.id (S. Hutama), mudayat@stiamak.ac.id (Mudayat).

<https://doi.org/10.1016/j.actpsy.2026.107851>

Received 13 May 2026; Received in revised form 9 September 2026; Accepted 17 September 2026

Available online 6 October 2026

0001-6918/© 2026 The Author(s). Published by Elsevier B.V. This is an open access article under the CC BY-NC-ND license (<http://creativecommons.org/licenses/by-nc-nd/4.0/>).

organizational psychological climate: employees' shared or individual perceptions that the organizational environment supports safe, trustworthy, and adaptive engagement with AI-enabled work practices. This first-order reflective specification is provisional and must be confirmed using the complete item content and a confirmatory factor analysis (CFA).

The revised theoretical logic centers on a proximal psychological-acceptance mechanism. Technology Acceptance Model reasoning suggests that employees' evaluations and willingness to use a technology are proximal to effective utilization, while social-exchange reasoning suggests that a supportive organizational environment can shape favorable attitudes toward organizational initiatives. In combination, these perspectives imply that technological availability and an AI-supportive climate should be associated with stronger employee acceptance of AI, which in turn may be associated with more favorable perceptions of talent management processes. This mechanism is more focused than the earlier manuscript's simultaneous invocation of the Technology Acceptance Model, Social Exchange Theory, Self-Determination Theory, and the Resource-Based View without specifying how the theories fit together.

The study's contribution is therefore framed modestly. Rather than claiming a new theory of AI psychology, the model tests whether employee psychological acceptance operates as a proximal construct within a broader HR-technology context. Because the data are cross-sectional and self-reported, the model is interpreted associationally rather than causally. Statements that HRTA, OPF, or AIPA 'transform,' 'cause,' or 'reduce' organizational outcomes have been removed.

1.1. Construct definitions and level of analysis

Construct	Stable definition used in this revision	Model level	Provisional measurement specification
HRTA	Employees' perceived extent to which their organization has implemented and uses digital/AI-enabled HR technologies in HR processes.	Individual perception of organizational practice	First-order reflective latent variable; five indicators (X11–X15).
OPF	AI-supportive organizational psychological climate: perceived support, safety, readiness, and leadership/cultural conditions that facilitate responsible engagement with AI-enabled work.	Individual perception of organizational climate	First-order reflective latent variable in the archived model; five indicators (X21–X25). Dimensionality requires CFA verification.
AIPA	Employees' psychological acceptance of AI-enabled HR systems, including trust, perceived fairness, and willingness to use or engage with those systems.	Individual psychological response	First-order reflective latent variable; five indicators (M11–M15).
TPME	Employees' perceived effectiveness of organizational processes for identifying, developing, deploying, and retaining talent.	Individual perception of an organizational outcome	First-order reflective latent variable; five indicators (Y11–Y15). The individual-to-organizational inference is a limitation.

1.2. Hypotheses

H1. : HR technology adoption is positively associated with AI-driven psychological adoption.

H2. : An AI-supportive organizational psychological climate is positively associated with AI-driven psychological adoption.

H3. : AI-driven psychological adoption is positively associated with perceived talent pool management effectiveness.

H4. : HR technology adoption is positively associated with perceived talent pool management effectiveness, conditional on AIPA and OPF.

H5. : An AI-supportive organizational psychological climate is positively associated with perceived talent pool management effectiveness, conditional on AIPA and HRTA.

The conceptual model also contains indirect pathways from HRTA and OPF to TPME through AIPA (Fig. 1). In the previous version, these pathways were described as mediation without a formal indirect-effect test. The present revision treats mediation as unestablished unless a bootstrapped indirect effect with a confidence interval excluding zero is produced from the original data (Hayes, 2022; Kline, 2023).

2. Method

2.1. Research design and inferential scope

The study used a quantitative, cross-sectional online survey. All focal constructs were measured from the same respondent at one point in time. The design can estimate associations among measured perceptions, but it cannot establish temporal precedence or causal mediation. Consequently, the terms 'associated with' and 'conditional association' are used throughout the revised manuscript.

2.2. Participants, sampling, and organizational context

Purposive sampling was used to recruit employees who reported experience with digital HR systems or organizational technology, active involvement in organizational processes, and some understanding of AI or workplace technology. The archived dataset contains 184 valid responses. The prior manuscript justified this sample using generic rules of thumb; that justification has been removed because CB-SEM adequacy depends on model complexity, estimator, parameter values, and desired power or precision (Kline, 2023).

The organization variable in the archived profile contains "State-Owned Enterprises," "Danantara," and "Private Companies." Danantara Indonesia is an Indonesian investment management agency that oversees and develops strategic state assets, including state-owned enterprises. However, the supplied study documentation does not explain whether the survey category "Danantara" means employment by Danantara itself or by an affiliated organization. The category is therefore retained but explicitly flagged for clarification in the data dictionary and manuscript.

2.3. Measures and instrument reproducibility

All items used a five-point Likert response scale from 1 (strongly disagree) to 5 (strongly agree). The archived manuscript indicates 20 items, five per latent construct, but does not provide the actual item wording, construct-specific source mapping, adaptation/translation procedure, pretest or pilot details, or scoring rules. Because those details are necessary for content validity and replication, Appendix A provides a structured table in which the original verbatim item wording and sources must be inserted. No substitute wording has been invented in

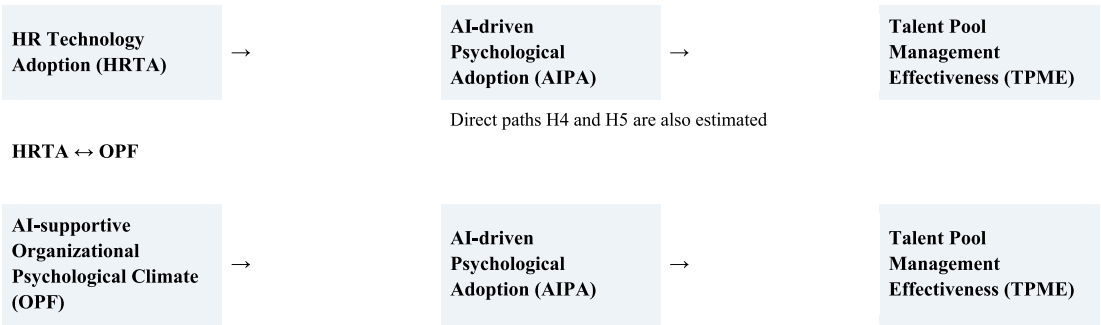


Fig. 1. Revised conceptual model (editable representation).
Note. In a re-estimated SEM, HRTA and OPF should be allowed to covary unless a theoretically justified restriction is specified. The archived figure did not clearly report this covariance.

this revision.

Construct	Item codes	Response scale	Reporting status
HRTA	X11–X15	1–5 Likert	Verbatim wording/source absent from supplied file.
OPF	X21–X25	1–5 Likert	Verbatim wording/source absent from supplied file.
AIPA	M11–M15	1–5 Likert	Verbatim wording/source absent from supplied file.
TPME	Y11–Y15	1–5 Likert	Verbatim wording/source absent from supplied file.

TPME is an organizationally framed outcome evaluated by individual employees. The revised manuscript therefore refers to perceived TPME rather than objective organizational effectiveness. Any stronger organizational-level claim would require aggregation evidence, multiple raters per organization, or organization-level outcome data.

2.4. Ethics, consent, and confidentiality

The study received ethics approval from the Institutional Review Board/Ethics Committee of STIAMAK Barunawati, Indonesia (Approval No. SKLf1/STIAMAKN/2026). The supplied ethics documentation marks the application as approved. Participants were informed about the purpose of the study, participation was voluntary, informed consent was obtained before participation, and responses were described as confidential and anonymous. Participants were also informed that they could withdraw without penalty.

2.5. SEM specification and reporting requirements

The archived analysis is described as covariance-based SEM. However, the file does not identify the software and version, estimator, treatment of five-point ordinal indicators, missing-data method, normality assessment, multivariate outlier screening, or any model modifications. It also does not report global fit statistics. These omissions prevent independent assessment of model adequacy and reproducibility. A publication-ready reanalysis should follow current SEM reporting standards (Brown, 2015; Hu & Bentler, 1999; Kline, 2023).

Required SEM information	What the revised manuscript can currently report	Required author action
Software/version and estimator	Not reported in supplied file	Insert exact software, version, estimator, and settings.
Ordinal-item treatment	Five-point Likert items	State whether items were treated as continuous or ordinal and justify estimator.
Missing data	No method reported	Report missingness, exclusions, and FIML/imputation/listwise procedure.

(continued on next column)

(continued)

Required SEM information	What the revised manuscript can currently report	Required author action
Normality/outliers	Not reported	Report univariate/multivariate diagnostics and decisions.
Measurement model	Only combined item-total correlations and overall alpha are available	Run CFA; report standardized loadings, construct alpha/omega, CR, AVE, HTMT and/or Fornell-Larcker, and alternative measurement-model comparisons.
Global SEM fit	Not reported	Report χ^2 , df, χ^2 /df, CFI, TLI, RMSEA with 90/95% CI, and SRMR.
Exogenous covariance	Not clear in archived diagram	Estimate HRTA $\leftrightarrow$ OPF covariance unless a strong theory justifies fixing it to zero.
Admissibility	Residual variances at or near zero appear in the archived diagram	Check for Heywood/boundary estimates, standardized residuals, modification indices, and positive-definite covariance matrices.
Mediation	No bootstrap test reported	Estimate direct, indirect, and total effects with bias-corrected bootstrap CIs (e.g., 5000 resamples).
Power/precision	Only a generic sample-size rule was stated	Provide model-specific power or precision rationale; do not rely only on cases-per-indicator rules.

2.6. Common method variance and design controls

Because all variables were measured from the same respondent in a single survey, common method variance is a plausible alternative explanation for some associations (Podsakoff et al., 2003). The supplied materials do not document temporal separation, multiple data sources, a marker variable, or another dedicated common-method diagnostic. The revised manuscript therefore treats common method variance as a limitation rather than claiming that it has been ruled out.

3. Results

3.1. Respondent profile

Characteristic	Category	n	%
Gender	Male	108	58.7
	Female	76	41.3
Work experience	5–10 years	27	14.7
	>10 years	157	85.3
Organization	State-owned enterprises	65	35.3

(continued on next page)

(continued)

Characteristic	Category	n	%
Position	Danantara*	23	12.5
	Private companies	96	52.2
	Junior staff	23	12.5
	Managerial level	12	6.5
	Unit leaders/directors	1	0.5
	Staff	112	60.9
	Supervisors	36	19.6

* The exact operational meaning of the “Danantara” sampling category is not documented in the supplied study materials and must be clarified before resubmission.

The sample is heavily concentrated among experienced employees: 85.3% reported more than 10 years of work experience and 14.7% reported 5–10 years; no category below five years appears in the archived table. Accordingly, the previous statement that the sample included “relatively newer employees” has been removed. Purposive sampling and the narrow experience profile limit generalizability.

3.2. Measurement evidence available in the archived analysis

The original manuscript reported corrected item-total correlations for all 20 items against the combined instrument and one Cronbach's alpha of 0.988 for all items. The scale means near 78 when each item was deleted indicate that the analysis used the total 20-item score rather than construct-specific subscales. These statistics do not establish the reliability or validity of four distinct latent constructs. The previous claims of “strong construct validity,” “one-dimensionality,” and confirmed convergent validity have therefore been removed.

Archived statistic	Reported value	What it establishes	What it does not establish
Corrected item-total correlations	0.748–0.957	Items correlate strongly with the combined 20-item score.	Construct-specific convergent/discriminant validity or a four-factor model.
Cronbach's alpha	0.988 for all 20 items	Very high overall internal consistency of the combined item pool.	Reliability of HRTA, OPF, AIPA, or TPME separately; distinctiveness of constructs.
Unstandardized indicator loadings	All displayed loadings statistically significant	Indicators have nonzero relations with their assigned latent variables in the fitted model.	Adequate global fit, standardized loading magnitude, AVE, CR, HTMT, or absence of Heywood cases.

A four-factor CFA, construct-specific reliability, and discriminant-validity results cannot be recovered from the supplied PDF. Those analyses are required before the structural relationships can be treated as interpretable latent-variable effects (Brown, 2015; Fornell & Larcker, 1981; Henseler et al., 2015).

3.3. Global fit and model admissibility

No chi-square statistic, degrees of freedom, CFI, TLI, RMSEA, RMSEA confidence interval, or SRMR is reported in the supplied output. Model fit therefore cannot be evaluated. The archived path diagram also appears to contain residual variances at or near zero for some indicators and does not clearly display a covariance between HRTA and OPF. Until the model is rerun and checked for boundary/Heywood estimates, the solution should not be described as a well-fitting or fully admissible SEM.

3.4. Structural path estimates from the archived output

Hyp.	Path	B	SE	CR	p	Direction vs. hypothesis	Status
H1	HRTA → AIPA	0.426	0.030	14.113	<0.001	Positive	Supported by sign/significance of archived path
H2	OPF → AIPA	0.567	0.020	28.215	<0.001	Positive	Supported by sign/significance of archived path
H3	AIPA → TPME	2.504	0.347	7.211	<0.001	Positive	Supported by sign/significance of archived path
H4	HRTA → TPME	−0.570	0.151	−3.764	<0.001	Negative	Directional hypothesis not supported
H5	OPF → TPME	−0.849	0.193	−4.392	<0.001	Negative	Directional hypothesis not supported

Note. B values are unstandardized estimates from the archived output. They should not be compared as if they were standardized effect sizes. Statistical significance is determined by the magnitude of the critical ratio (|CR|), not by requiring a positive CR. This table corrects the previously inconsistent CR values for H3–H5.

The positive H1–H3 paths are consistent with the study's proposed acceptance mechanism, whereas H4 and H5 are statistically significant in the opposite direction to their stated hypotheses. The negative direct coefficients are conditional associations after accounting for AIPA and the other predictor; they do not show that HR technology or supportive psychological conditions causally reduce talent management effectiveness.

3.5. Indirect-path arithmetic and mediation status

The previous manuscript inferred mediation from the signs and significance of component paths. That is insufficient. Using only the reported unstandardized coefficients, the algebraic products of the component paths are shown below; these calculations are descriptive and are not inferential tests of indirect effects.

Indirect path	a	b	a × b (descriptive)	Direct effect c'	Arithmetic total c' + ab
HRTA → AIPA → TPME	0.426	2.504	1.067	−0.570	0.497
OPF → AIPA → TPME	0.567	2.504	1.420	−0.849	0.571

Because the direct effects are negative while the algebraic indirect products are positive, the pattern would be compatible with inconsistent/competitive mediation or statistical suppression if the indirect effects were shown to be statistically different from zero. The supplied file contains no bootstrap standard errors or confidence intervals, so mediation is not claimed. A bias-corrected bootstrap analysis is required to evaluate each indirect effect (Hayes, 2022).

4. Discussion

4.1. Interpretation of the positive associations with AIPA

The archived model shows positive associations of HRTA and OPF

with AIPA. Interpreted cautiously, employees who perceive greater organizational use of HR technology and a more AI-supportive psychological climate also report greater psychological acceptance of AI-enabled HR systems. This pattern is consistent with work showing that AI adoption in HRM depends on both technical infrastructure and human/organizational conditions (Agarwal, 2023; Madanchian & Taherdoost, 2025; Singh & Pandey, 2023). It also aligns with technology-acceptance reasoning in which favorable beliefs, trust, and perceived usability support willingness to engage with new systems (Wu et al., 2025).

AIPA is also positively associated with perceived TPME in the archived model. Under the revised construct definition, this finding should be read as an association between employees' acceptance of AI-enabled HR systems and their perceptions that talent management processes are effective. It should not be interpreted as evidence that an AI analytics system is processing psychological or emotional data, because that is no longer the meaning of AIPA. Prior research suggests that AI-enabled HR systems may contribute to recruitment, development, performance management, and talent identification when users trust and engage with them (Chowdhury et al., 2023; França et al., 2023; Ncube et al., 2025).

4.2. Interpreting the negative conditional direct paths

The negative HRTA → TPME and OPF → TPME coefficients contradict H4 and H5. The earlier manuscript treated these coefficients as evidence of resistance, poor readiness, system complexity, and organizational misalignment. Those explanations were not measured and therefore cannot be presented as empirical findings. Several statistical explanations also remain plausible, including construct overlap, multicollinearity, suppression, an omitted covariance between exogenous predictors, measurement-model misspecification, or common method variance. The revised interpretation is therefore limited to the observed sign: conditional on AIPA and the other predictor, the archived model produced negative direct associations.

The coexistence of negative direct paths and positive indirect-path products is theoretically interesting but analytically unresolved. If a properly specified model with adequate fit and discriminant validity produced statistically significant positive indirect effects, the pattern could be described as inconsistent mediation. If the indirect effects are not significant, the earlier mediation narrative would not be supported. A reanalysis is necessary before selecting among these explanations.

4.3. Theoretical contribution

The revised contribution is intentionally narrower than in the prior manuscript. The study does not establish a new construct of "AI psychology" or a causal transformation mechanism. Its potential contribution lies in separating organizational adoption of HR technology from employees' psychological acceptance of AI and examining whether acceptance is a proximal correlate of perceived talent-management effectiveness. This distinction can help avoid conflating the existence of AI tools with employees' willingness to trust and use them. The theoretical claim will be stronger only if the four constructs are shown to be empirically distinct and the indirect effects are tested formally.

4.4. Practical implications

For practitioners, the current data support a cautious implication rather than a prescriptive causal claim: organizations reporting greater employee acceptance of AI also report more favorable perceptions of talent management effectiveness. Responsible implementation should therefore attend to transparency, perceived fairness, employee participation, training, and opportunities to understand or question AI-supported HR decisions. These practices are consistent with the broader literature on trustworthy AI adoption in HRM (Taslim et al.,

2025; Tinguely et al., 2023; Zoppelletto et al., 2026), but the present cross-sectional design cannot determine whether such practices cause improved talent outcomes.

5. Limitations and directions for future research

1. First, purposive sampling limits population generalizability, and the sample is unusually concentrated among employees with more than 10 years of experience. The absence of respondents with less than five years of experience in the reported profile further narrows the range of perspectives.
2. Second, the cross-sectional design does not establish temporal order. Causal language and causal mediation claims are therefore unwarranted. Longitudinal, time-lagged, experimental, or quasi-experimental designs would provide stronger evidence about temporal mechanisms.
3. Third, all focal variables were measured through same-source self-report at one point in time. Common method variance, consistency motifs, and social desirability may inflate or alter relations among constructs. Future studies should use multiple data sources, temporal separation, objective HR indicators, or validated marker-variable approaches where feasible.
4. Fourth, the study frames TPME as an organizational outcome but measures it using individual employee perceptions. Future work should establish aggregation reliability or use organization-level indicators such as internal fill rates, time-to-fill, retention of high-potential employees, development participation, or succession outcomes.
5. Fifth, the supplied analysis does not provide a reproducible measurement model. Construct-specific reliability, CFA fit, standardized loadings, AVE, and discriminant validity are required, especially because the overall 20-item alpha of 0.988 raises the possibility of redundancy and construct overlap.
6. Sixth, the SEM reporting is incomplete. Global fit indices, estimator/software details, treatment of ordinal items, missing-data procedures, normality/outlier diagnostics, standardized coefficients, exogenous covariance, and admissibility checks must be reported before substantive conclusions can be considered robust.
7. Seventh, mediation was not formally tested. The current coefficient pattern suggests a possible inconsistent indirect/direct pattern, but only bootstrapped indirect-effect confidence intervals can establish whether either indirect pathway is statistically supported.
8. Eighth, respondents may be clustered within organizations. Without the number of organizations and cluster sizes, the independence assumption cannot be evaluated. Future analyses should consider cluster-robust standard errors or multilevel SEM when warranted.

6. Conclusion

The archived SEM output indicates positive associations from HR technology adoption and an AI-supportive organizational psychological climate to employees' psychological acceptance of AI-enabled HR systems, and a positive association from that acceptance construct to perceived talent pool management effectiveness. The direct conditional associations of HRTA and OPF with TPME are negative, so the corresponding positive directional hypotheses are not supported. The earlier claim that AIPA mediates these relationships is not established because indirect effects were not tested with bootstrap confidence intervals. More fundamentally, the supplied analysis does not provide sufficient measurement-model validation or global SEM fit information. The study should therefore be regarded as a promising but incomplete test of an acceptance-centered framework. A transparent reanalysis of the original data—or, if the original instrument cannot support a defensible four-construct model, new data collection—is necessary before strong theoretical or practical claims are made.

CRediT authorship contribution statement

Gugus Wijonarko: Conceptualization. **Alexander Wirapraja:** Data curation. **Gaurav Joshi:** Formal analysis. **Safira Hutama:** Conceptualization. **Mudayat:** Methodology.

Ethics declaration

Informed consent and patient details

Written informed consent to take part in the study and to publish the article has been obtained from all participants or their legal representatives. The privacy rights of participants have been observed.

Studies in Human

This study was performed in compliance with relevant laws, regulatory frameworks and guidelines where the research took place. This study was approved by the STIAMAK Barunawati (Approval No. –).

Case Reports

This research follows the CARE guidelines and the CARE checklist.

Clinical Trials

The results of this clinical trial and any associated work have been posted in a registry. This clinical trial was registered with number - (–).

Ethics approval and informed consent

The study received approval from the Institutional Review Board/Ethics Committee of STIAMAK Barunawati, Indonesia (Approval No. SKLfl/STIAMAKN/2026). Participants were informed about the study, participation was voluntary, informed consent was obtained, and responses were described as confidential and anonymous.

Funding

The original submission reports support from the Indonesian Ministry of Education, Culture, Research and Technology under Grant No. 132/LL7/DT.05.00/PL/2025 (28 May 2025), with institutional support from STIAMAK Barunawati Surabaya. This statement consolidates the duplicated funding acknowledgments in the previous version.

Declaration of competing interest

The authors declare that they have no known competing financial interests or personal relationships that could have appeared to influence the work reported in this paper.

Acknowledgments

Acknowledgments identifying the authors or their institutions should be placed only in the non-anonymized title-page file if required by the journal. They are omitted here to preserve double-blind review.

Data availability

Data will be made available on request.

References

- Agarwal, A. (2023). AI adoption by human resource management: A study of its antecedents and impact on HR system effectiveness. *Foresight*, 25(1), 67–81. <https://doi.org/10.1108/FS-10-2021-0199>
- Brown, T. A. (2015). *Confirmatory factor analysis for applied research* (2nd ed.). Guilford Press.
- Chowdhury, S., Dey, P., Joel-Edgar, S., Bhattacharya, S., Rodriguez-Espindola, O., Abadie, A., & Truong, L. (2023). Unlocking the value of artificial intelligence in human resource management through AI capability framework. *Human Resource Management Review*, 33(1), Article 100899. <https://doi.org/10.1016/j.hmr.2022.100899>
- Deepa, R., Sekar, S., Malik, A., Kumar, J., & Attri, R. (2024). Impact of AI-focussed technologies on social and technical competencies for HR managers — A systematic review and research agenda. *Technological Forecasting and Social Change*, 202, Article 123301. <https://doi.org/10.1016/j.techfore.2024.123301>
- Fornell, C., & Larcker, D. F. (1981). Evaluating structural equation models with unobservable variables and measurement error. *Journal of Marketing Research*, 18(1), 39–50.
- França, T. J. F., Mamede, H. S., Barroso, J. M. P., & dos Santos, V. M. P. D. (2023). Artificial intelligence applied to potential assessment and talent identification in an organisational context. *Heliyon*, 9(4), Article e14694. <https://doi.org/10.1016/j.heliyon.2023.e14694>
- Hayes, A. F. (2022). *Introduction to mediation, moderation, and conditional process analysis: A regression-based approach* (3rd ed.). Guilford Press.
- Henseler, J., Ringle, C. M., & Sarstedt, M. (2015). A new criterion for assessing discriminant validity in variance-based structural equation modeling. *Journal of the Academy of Marketing Science*, 43, 115–135. <https://doi.org/10.1007/s11747-014-0403-8>
- Hu, L.-t., & Bentler, P. M. (1999). Cutoff criteria for fit indexes in covariance structure analysis: Conventional criteria versus new alternatives. *Structural Equation Modeling*, 6(1), 1–55. <https://doi.org/10.1080/10705519909540118>
- Kline, R. B. (2023). *Principles and practice of structural equation modeling* (5th ed.). Guilford Press.
- Madanchian, M., & Taherdoost, H. (2025). Barriers and enablers of AI adoption in human resource management: A critical analysis of organizational and technological factors. *Information*, 16(1), Article 51. <https://doi.org/10.3390/info16010051>
- Ncube, T. R., Sishi, K. K., & Skinner, J. P. (2025). The impact of artificial intelligence on human resource management practices: An investigation. *SA Journal of Human Resource Management*, 23, 1–22. <https://doi.org/10.4102/sajhrm.v23i0.2960>
- Podsakoff, P. M., MacKenzie, S. B., Lee, J.-Y., & Podsakoff, N. P. (2003). Common method biases in behavioral research: A critical review of the literature and recommended remedies. *Journal of Applied Psychology*, 88(5), 879–903. <https://doi.org/10.1037/0021-9010.88.5.879>
- Singh, A., & Pandey, J. (2023). Artificial intelligence adoption in extended HR ecosystems: Enablers and barriers. An abductive case research. *Frontiers in Psychology*, 14, Article 1339782. <https://doi.org/10.3389/fpsyg.2023.1339782>
- Taslim, W. S., Rosnani, T., & Fauzan, R. (2025). Employee involvement in AI-driven HR decision-making: A systematic review. *SA Journal of Human Resource Management*, 23, 1–22. <https://doi.org/10.4102/sajhrm.v23i0.2856>
- Tinguely, P. N., Lee, J., & He, V. F. (2023). Designing human resource management systems in the age of AI. *Journal of Organization Design*, 12(4), 263–269. <https://doi.org/10.1007/s41469-023-00153-x>
- Wu, C.-H., Twu, R.-D., & Huang, K.-C. (2025). The impact of performance expectations and perceived behavioral control on employees' AI adoption. *HighTech and Innovation Journal*, 6(4), 1315–1332. <https://doi.org/10.28991/hij-2025-06-04-011>
- Zoppelletto, A., Orlandi, L. B., Veglianti, E., & Rossignoli, C. (2026). AI adoption in HR: AI trust in digitally lagging organisations. *Journal of Innovation & Knowledge*, 13, Article 100912. <https://doi.org/10.1016/j.jik.2025.100912>

Further reading

- Ahmad, A., Fareed, M., Isa, M. F. M., & Salleh, S. S. M. M. (2022). Revealing the moderating role of organizational support in HR professionals' competencies, willingness, and effectiveness relationship: Empirical evidence from a developing economy. *Frontiers in Psychology*, 13, Article 756255. <https://doi.org/10.3389/fpsyg.2022.756255>
- Cheng, B., Lin, H., & Kong, Y. (2023). Challenge or hindrance? How and when organizational artificial intelligence adoption influences employee job crafting. *Journal of Business Research*, 164, Article 113987. <https://doi.org/10.1016/j.jbusres.2023.113987>
- Danantara Indonesia. (2026). *About Danantara Indonesia*. Danantara Indonesia. <https://www.danantaraindonesia.co.id/>
- Kim, B. J., & Lee, J. (2024). The mental health implications of artificial intelligence adoption: The crucial role of self-efficacy. *Humanities & Social Sciences Communications*, 11, 1–15. <https://doi.org/10.1057/s41599-024-04018-w>
- Mo, Z., Li, M. T., Chark, R., Zeng, S., & Song, X. (2025). How AI adoption in human resource management practices can enhance tourism employees' organizational commitment. *Journal of Hospitality and Tourism Management*, 63, 54–67. <https://doi.org/10.1016/j.jhtm.2025.03.003>

- Rožman, M., Oreški, D., & Tominc, P. (2022). Integrating artificial intelligence into a talent management model to increase the work engagement and performance of enterprises. *Frontiers in Psychology*, 13, Article 1014434. <https://doi.org/10.3389/fpsyg.2022.1014434>
- Úbeda-García, M., Marco-Lajara, B., Zaragoza-Sáez, P. C., & Poveda-Pareja, E. (2025). Artificial intelligence, knowledge and human resource management: A systematic literature review of theoretical tensions and strategic implications. *Journal of Innovation & Knowledge*, 10(6), Article 100809. <https://doi.org/10.1016/j.jik.2025.100809>
- Valtonen, A., Saunila, M., Ukko, J., Treves, L., & Ritala, P. (2025). AI and employee wellbeing in the workplace: An empirical study. *Journal of Business Research*, 199, Article 115584. <https://doi.org/10.1016/j.jbusres.2025.115584>