

Artificial Intelligence-Driven Human Resource Management, Justice, Trust, and Employee Retention in Indonesia Startups

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Abstract

Purpose: This study examines how AI-driven Human Resource Management (AI-HRM) influences organizational justice, trust in AI, job satisfaction, and retention intention among Indonesian digital startup employees, with technology readiness as an antecedent of AI-HRM.

Research Methodology: This study used a quantitative explanatory approach. Data were collected via an online questionnaire administered through Google Forms from 390 employees of digital startups in Jakarta, Bandung, Surabaya, and Yogyakarta who had experience with AI-HRM systems. The data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS version 3.3.9.

Results: The findings show that technology readiness positively influences AI-HRM, and that AI-HRM, in turn, positively influences organizational justice and trust in AI. Organizational justice and trust in AI also positively affect job satisfaction and retention intention. Job satisfaction is a significant predictor of retention intention. The mediation results confirm that organizational justice, trust in AI, and job satisfaction explain the mechanism by which AI-HRM improves employee retention.

Conclusions: AI-HRM can strengthen employee retention when supported by ready employees and fair, trustworthy systems.

Limitations: This study is limited to cross-sectional survey data from Indonesian digital startups, which may restrict broader generalization.

Contributions: This study contributes to the AI-HRM, organizational justice, technology readiness, and retention literatures, while offering guidance for startup leaders and HR managers on designing ethical AI-HRM systems.

Keywords: *AI-HRM, Job Satisfaction, Organizational Justice, Retention Intention, Trust in AI*

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1. Introduction

The advent of the digital revolution has significantly reshaped organizational operations, with Human Resource Management (HRM) emerging as one of the most profoundly affected domains. Central to

this transformation is the integration of Artificial Intelligence (AI), which has enabled the rise of AI-driven HRM (AI-HRM) practices, including automated talent acquisition, data-informed performance evaluations, and AI-powered chatbots for employee interactions. These innovations have been widely recognized for their potential to enhance efficiency, scalability, and responsiveness to workforce needs ([Malik, Budhwar, Mohan, & NR, 2023](#); [Qamar, Agrawal, Samad, & Chiappetta Jabbour, 2021](#)). In the context of Indonesian startups entities marked by their technological agility, digital fluency, and innovation-driven culture AI-HRM finds a promising landscape for implementation ([Lu, Zhang, Yang, & Wang, 2023](#)). However, as algorithmic systems increasingly shape decisions that influence employees' experiences and career development, pressing concerns have emerged regarding fairness, transparency, and trust. These issues are particularly salient because employees' perceptions of justice are not formed solely by the outcomes of decisions, but are equally shaped by the processes and interpersonal dimensions through which those decisions are delivered ([Pillai, Ghanghorkar, Sivathanu, Algharabat, & Rana, 2023](#); [Verma, Singh, Tudoran, & Bhattacharyya, 2024](#)).

This study is theoretically anchored in Organizational Justice Theory, which highlights the pivotal role of perceptions of fairness in shaping workplace attitudes and behaviors. Although AI applications offer notable operational advantages, they may inadvertently challenge employees' expectations of equitable treatment, especially when automated decisions appear opaque or impersonal. Despite growing scholarly attention to the integration of AI in HRM, the literature lacks a nuanced understanding of its psychological and behavioral ramifications, particularly within the context of emerging economies such as Indonesia ([Becker, Ertz, & Büttgen, 2023](#); [Burke & Morley, 2023](#); [Yu, Xu, & Ashton, 2022](#)). Current studies have predominantly focused on developed economies, leaving a notable gap in research that addresses the complexities of AI-HRM implementation in the Global South. Furthermore, Technology Readiness—defined as employees' cognitive and emotional preparedness to adopt technological innovations—has not been sufficiently examined as an enabling antecedent of AI-HRM. Rather than treating Technology Readiness as a boundary condition, this study positions it as a key factor shaping how employees perceive, accept, and engage with AI-HRM practices. Employees who are better prepared, more confident, and more open to technology are more likely to perceive AI-enabled HR practices as useful, reliable, and relevant to their work experience. This construct may therefore influence how employees respond to algorithmic HR interventions and, consequently, shape their perceptions of fairness, trust in AI systems, job satisfaction, and retention intention ([Chang, Chin, & Lee, 2022](#); [Melhem, Darwish, Wood, & Abushaikha, 2024](#); [Song, Guo, Fu, Cooke, & Chen, 2023](#)).

In response to these gaps, this research seeks to explore four interrelated questions: (1) How does the implementation of AI-HRM influence employees' perceptions of Organizational Justice and Trust in AI? (2) To what extent do Organizational Justice and Trust in AI affect Job Satisfaction and Retention Intention? (3) Does Job Satisfaction function as a mediating mechanism between perceptions of justice, trust, and retention intention? (4) How does Technology Readiness influence employees' perceptions and acceptance of AI-HRM practices? These questions are particularly relevant in the context of Indonesian digital startups, where AI adoption in HRM is intensifying, yet its psychosocial and ethical implications remain insufficiently examined.

To address these research questions, this study introduces a comprehensive conceptual framework that investigates both the direct and indirect effects of AI-HRM on key employee outcomes. The model assesses how AI-HRM practices shape perceptions of Organizational Justice and Trust in AI, how these psychological constructs influence Job Satisfaction and Retention Intention, and how Technology Readiness acts as an antecedent that supports employees' acceptance of AI-HRM practices. Accordingly, this study sets forth four core objectives: (1) to evaluate the impact of AI-HRM practices on perceived Organizational Justice and Trust in AI; (2) to examine the influence of Organizational Justice and Trust in AI on Job Satisfaction and Retention Intention; (3) to investigate the mediating role of Job Satisfaction in the linkage between justice, trust, and retention; and (4) to assess the antecedent role of Technology Readiness in shaping employees' acceptance of AI-HRM practices.

The significance of this research lies in its ability to contribute simultaneously to academic theory and organizational practice. From a theoretical perspective, the study extends the applicability of Organizational Justice Theory to AI-mediated HR environments, offering insights into how perceptions of fairness are reconstructed in technologically complex settings. By integrating Technology Readiness as an antecedent of AI-HRM, this study also clarifies how employees' preparedness for digital technologies can facilitate their acceptance of algorithmic HR practices before such practices influence justice, trust, satisfaction, and retention outcomes. By situating the inquiry within Indonesia dynamic startup ecosystem, this research also amplifies evidence from emerging markets within global discussions on digital transformation and workplace equity. From a practical standpoint, the findings are expected to inform HR professionals, technology developers, and organizational leaders in designing and implementing AI-HRM systems that are not only efficient but also perceived as fair, transparent, and trustworthy. Ultimately, this study aspires to foster a more holistic understanding of how AI technologies can be responsibly integrated into HRM strategies, balancing technological advancement with foundational human values of justice, trust, and employee engagement ([Alzeiby, Islam, Shaik, & Yaqub, 2025](#); [Kanwal & Van Hoye, 2024](#); [Qamar et al., 2021](#)).

2. Literature Review and Hypotheses Development

2.1 *Organizational justice theory*

Organizational Justice Theory serves as a foundational lens for examining how employees perceive fairness, particularly as Artificial Intelligence (AI) systems become increasingly integrated into Human Resource Management (HRM) functions. The theory is structured around four core dimensions: procedural justice, which concerns the fairness of the methods used to arrive at decisions; distributive justice, which focuses on the perceived equity of outcomes; interpersonal justice, which addresses the degree of respect and dignity experienced during interpersonal interactions; and informational justice, which relates to the sufficiency, clarity, and transparency of explanations provided ([Bednall, Sanders, & Yang, 2022](#); [S. Kim, Khoreva, & Vaiman, 2025](#)). As AI-driven mechanisms are embedded into HRM activities ranging from recruitment and performance evaluation to employee support—these technological tools challenge long-standing assumptions about what constitutes fair treatment. Given that algorithmic processes often lack human discretion and empathy, they may not be intuitively perceived as just across all four dimensions, thereby prompting a reassessment of fairness perceptions within AI-mediated HR environments ([Edwards, Zubielevitch, Okimoto, Parker, & Anseel, 2024](#); [Malik et al., 2023](#)).

This theoretical perspective becomes increasingly vital as organizations adopt AI-based systems that may inadvertently raise concerns about fairness, bias, and organizational legitimacy. The efficiency-driven logic underpinning algorithmic decision-making may conflict with expectations of equity and human-centeredness, thereby complicating trust and engagement among ([J.-Y. Kim & Heo, 2021](#); [Pillai et al., 2023](#)). For example, although algorithmic systems can enhance procedural justice through consistency and rule-based decisions, they may simultaneously erode interpersonal justice by eliminating the human interaction traditionally embedded in HR practices ([Kay, Vlachos, Tasoulis, & Farndale, 2025](#); [Tandon, Dhir, Malik, Budhwar, & Kaur, 2025](#)). Similarly, while transparent AI implementations have the potential to strengthen informational justice, the opacity surrounding algorithmic operations may undermine employees' confidence in distributive fairness ([Frank, Jacobsen, Søndergaard, & Otterbring, 2023](#); [Malik, Budhwar, Patel, & Laker, 2021](#)). These complexities underscore the critical need to apply Organizational Justice Theory as a diagnostic framework for assessing the effects of AI on employee experiences, especially in dynamic settings such as Indonesia startup sector, where technological experimentation coexists with a demand for inclusive and equitable organizational cultures ([Engström, Pittino, Mohlin, Johansson, & Edh Mirzaei, 2024](#); [Zhang, Sun, Shaffer, & Lin, 2022](#)).

2.2 *The Impact of AI-HRM on Perceived Organizational Justice and Trust in AI*

The integration of Artificial Intelligence (AI) into Human Resource Management (HRM) is reshaping how employees perceive fairness and develop trust toward technology in organizational settings. The Technology Acceptance Model (TAM) serves as a foundational framework for understanding employees' receptiveness to AI-HRM, positing that perceived usefulness and perceived ease of use are

critical to technology adoption ([Kay et al., 2025](#); [Ng, 2024](#)). In the context of AI-based HR practices, such as automated recruitment or performance appraisal, employees may perceive these systems as more objective and consistent than human-mediated processes, thereby enhancing perceptions of procedural justice. When AI-generated decisions are perceived as fair and consistent, employee judgments of organizational justice—particularly regarding the distribution of outcomes—are likely to improve.

Beyond fairness, trust in AI represents a vital dimension in the successful deployment of AI in HRM. Trust is cultivated when employees experience AI systems as reliable, transparent, and beneficial to their roles ([Frank et al., 2023](#)). However, insufficient transparency or unclear decision-making processes can foster uncertainty and erode confidence in AI ([Yu et al., 2022](#)). Therefore, designing AI tools that communicate, justify their decisions, and align with ethical principles is essential to building trust. These interrelated dimensions of justice and trust form the theoretical grounding for the subsequent hypotheses.

H₁: AI-HRM positively influences perceived Organizational Justice

H₂: AI-HRM positively influences trust in AI

2.3 The Role of Organizational Justice and Trust in AI in Shaping Job Satisfaction

The intricate relationship between organizational justice, trust in artificial AI, and job satisfaction can be effectively understood through the framework of Social Exchange Theory (SET). SET emphasizes that reciprocal exchanges between employees and organizations rooted in fairness, respect, and mutual obligation—form the foundation of positive workplace dynamics. In AI-driven HRM environments, employees who perceive that AI systems operate transparently and deliver equitable outcomes are more likely to feel valued and supported by the organization, which fosters enhanced job satisfaction ([Chen, Xiang, Wang, & Lu, 2022](#); [Einola & Khoreva, 2023](#)). The assurance that AI-mediated decisions are consistent and impartial reinforces employees' psychological contracts, affirming their belief in a fair organizational culture. This is particularly crucial in HR domains such as performance evaluation and promotion, where algorithmic equity can signify the organization's ethical commitment to Justice ([Sanders & De Cieri, 2021](#)).

Simultaneously, trust in AI plays a pivotal role in shaping job satisfaction. When AI systems are experienced as reliable, transparent, and unbiased, employees tend to view them as supportive collaborators rather than impersonal control mechanisms ([Einola & Khoreva, 2023](#); [Malik et al., 2023](#)). This trust cultivates a climate of psychological safety and technological confidence, enhancing the overall employee experience. As employees increasingly view AI as an enabler rather than a threat, their job satisfaction is likely to grow ([Duggan, Carbery, McDonnell, & Sherman, 2023](#)). Drawing from SET, it is evident that fairness and trust—when fostered through AI—serve as essential antecedents to job satisfaction.

H₃: Organizational Justice positively affects Job Satisfaction

H₄: Trust in AI positively affects Job Satisfaction

2.4 Linking Organizational Justice, Trust in AI, and Job Satisfaction to Retention Intention

The dynamic interrelationship among Organizational Justice, Trust in AI, and Job Satisfaction plays a critical role in shaping employees' Retention Intention, particularly in modern AI-mediated Human Resource Management (HRM) settings. Organizational justice encompassing perceptions of fairness in procedures, outcomes, and communication—has been widely recognized as a foundational element influencing employee attitudes and behaviors. When employees perceive HR decisions, such as evaluations and promotions, as fair and transparent, they experience a stronger sense of job satisfaction, which, in turn, enhances their organizational commitment and desire to remain ([Tandon et al., 2025](#)). This perceived fairness nurtures emotional loyalty and fosters a belief that the organization values their contributions and treats them with dignity.

In parallel, Trust in AI has emerged as a vital psychological construct as AI tools become embedded in HR processes. Employees who perceive AI systems as reliable, unbiased, and transparent are more

likely to experience increased satisfaction, which positively correlates with their intention to stay ([Liao, Wen, Li, & Du, 2024](#)). In contrast, concerns about algorithmic bias or a lack of explainability can erode trust and reduce employee retention ([Frank et al., 2023](#)). Therefore, the interplay among fairness, trust, and satisfaction offers a comprehensive explanation of employee retention in AI-enabled workplaces and forms the foundation for the subsequent hypotheses

H₅: Organizational Justice positively affects Retention Intention

H₆: Trust in AI positively affects Retention Intention

H₇: Job Satisfaction positively affects Retention Intention

2.5 Mediating Roles of Organizational Justice and Trust in AI in AI-HRM Outcomes

In analyzing the interconnections between Artificial Intelligence in Human Resource Management (AI-HRM), Organizational Justice, Trust in AI, Job Satisfaction, and Retention Intention, it becomes essential to investigate the mediating mechanisms that underpin these relationships. Organizational justice which includes fairness in procedures, equity in resource allocation, and respectful interpersonal conduct—may act as a mediator between AI-HRM and Job Satisfaction. Drawing on Social Exchange Theory, employees who perceive AI-enabled HR practices as fair, consistent, and transparent are more likely to exhibit positive attitudes toward their jobs, thereby enhancing their overall job satisfaction ([Kim, Khoreva, & Vaiman, 2025](#); [Pindek, Zhou, Kessler, Krajcevska, & Spector, 2021](#)). Perceptions of procedural and distributive Justice, when upheld by algorithmic systems, further reinforce a supportive and equitable workplace climate.

Simultaneously, Trust in AI serves as a pivotal mediator within this framework. As employees become familiar with the functionality and rationale behind AI-based decisions, trust in these systems increases. Such trust mitigates apprehension and fosters psychological security, ultimately enhancing Job Satisfaction ([Kay, Vlachos, Tasoulis, & Farndale, 2025](#); [Tandon, Dhir, Malik, Budhwar, & Kaur, 2025](#)). Accordingly, both Organizational Justice and Trust in AI are essential pathways linking AI-HRM practices to employee well-being, providing the foundation for the hypotheses developed in this study.

H₈: Organizational Justice mediates the relationship between AI-HRM and job satisfaction

H₉: Trust in AI mediates the AI-HRM → Job Satisfaction relationship

2.6 Technology Readiness as an Antecedent of AI-HRM

Technology Readiness refers to employees' psychological preparedness to accept and use new technologies. In AI-driven Human Resource Management (AI-HRM), this construct is important because employees' responses to algorithmic HR practices are shaped not only by system features but also by their confidence, openness, and comfort with digital innovation. Employees with higher technology readiness are more likely to perceive AI-HRM tools, such as AI-based recruitment, algorithmic performance appraisal, HR chatbots, and digital employee-support systems, as useful, reliable, and relevant to their work ([Kim, Khoreva, & Vaiman, 2025](#) ; [Tandon, Dhir, Malik, Budhwar, & Kaur, 2025](#)). Accordingly, this study positions Technology Readiness as an antecedent of AI-HRM rather than as a moderator of the relationship between AI-HRM and Organizational Justice. In technology-intensive startup environments, digitally prepared employees are better equipped to understand and adopt AI-enabled HR practices. This readiness may reduce resistance and strengthen employees' willingness to engage with AI-HRM before such practices influence justice, trust, satisfaction, and retention outcomes.

H₁₀: Technology Readiness positively influences AI-HRM

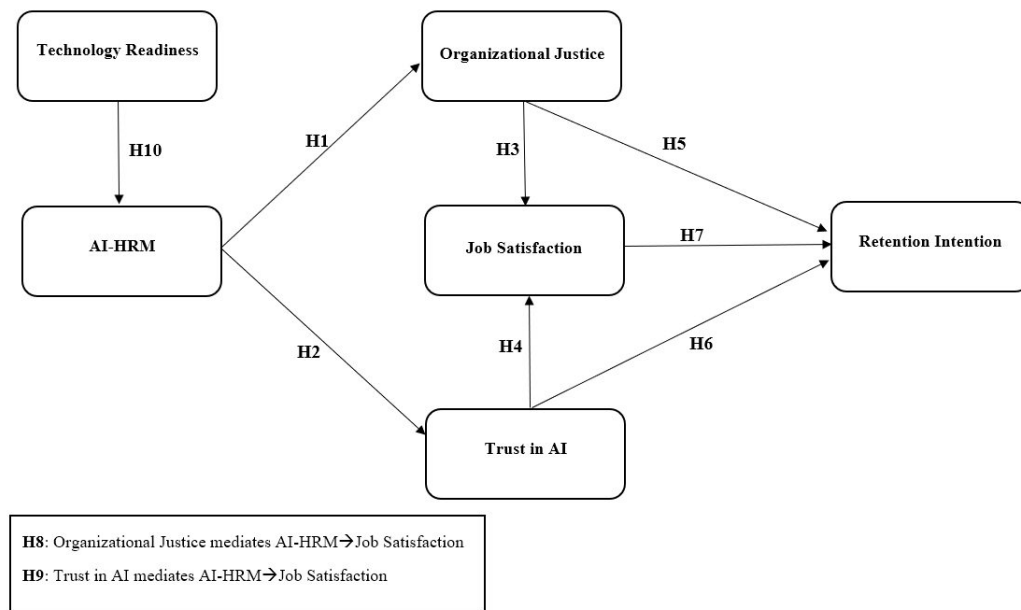


Figure 1. Conceptual framework

The overarching research model, illustrating all the hypothesized direct, mediating, and moderating relationships discussed in the preceding sections, is visually synthesized in Figure 1.

3. Methodology

3.1 Research Design

This research employs a quantitative, explanatory design rooted in the positivist paradigm, aiming to empirically examine the causal associations among key variables through a structured hypothesis-testing framework. The study employs a cross-sectional design, in which data are collected at a single point in time, making it suitable for analyzing relationships among AI-driven HRM practices, perceptions of organizational justice, trust in AI, job satisfaction, and employees' intention to stay. The conceptual model integrates technology Readiness as an antecedent of AI-HRM. At the same time, Organizational Justice, Trust in AI, and Job Satisfaction serve as psychological mechanisms linking AI-HRM to Retention Intention. This design aligns with prior scholarly efforts investigating organizational transformation in digitally enabled workplaces (Einola & Khoreva, 2023).

3.2 Population and Sample

The target population for this study consists of employees at digital startups in major Indonesian cities, including Jakarta, Bandung, Surabaya, and Yogyakarta. A purposive sampling technique was employed to select participants who had direct exposure to AI-integrated HRM systems, such as AI-based recruitment applications, algorithmic performance appraisals, or digital HR assistants. A total of 390 valid responses were collected via an online survey. The sample size exceeds the minimum threshold suggested for complex PLS-SEM analyses (J. F. Hair, Jr, L.D.S. Gabriel, da Silva, & Braga Junior, 2019). Thereby ensuring adequate statistical power and enhancing the generalizability of the study's findings within the digital startup sector.

3.3 Measurement of Constructs

All constructs in this study were measured reflectively using multi-item scales adapted from previously validated sources and aligned with the study's theoretical framework. AI-HRM Practices were measured using seven indicators adapted from Malik, Budhwar, Mohan, and NR (2023), reflecting the implementation of AI in recruitment, performance appraisal, and employee engagement processes. Organizational justice was assessed using four items based on the Pei, Wang, Peng, and Liu (2024) framework, covering procedural, distributive, interpersonal, and informational justice, with adjustments to reflect algorithmic HR contexts as suggested by Kim, Khoreva, and Vaiman (2025).

Trust in AI was measured using six items that capture employees' perceptions of the fairness, transparency, and reliability of AI systems, as derived from Gustafsson, Gillespie, Searle, Hope [Gustafsson, Gillespie, Searle, and Dietz \(2021\)](#), [Kay, Vlachos, Tasoulis, and Farndale \(2025\)](#), and [Yu, Xu, and Ashton \(2022\)](#). Job Satisfaction was measured using eight items adapted from [Sanders and De \(2021\)](#), which cover the cognitive, emotional, and evaluative dimensions of job-related attitudes. Retention Intention was evaluated using eight indicators that address employees' desire to remain within the organization, influenced by fairness, satisfaction, and alignment with organizational values ([Liao, Wen, Li, & Du, 2024](#); [Schuh, Cai, Kaluza, Steffens, David, & Haslam, 2021](#); [Tandon, Dhir, Malik, Budhwar, & Kaur, 2025](#)). Lastly, Technology Readiness was measured as a moderator using six items from [Harris, Harris, Valle, Carlson, Carlson, Zivnуска, and Wiley \(2021\)](#), [Henao and López-Zapata \(2021\)](#), and [Parasuraman, Ball, Aksoy, Keiningham, and Zaki \(2020\)](#), which reflect optimism, innovativeness, and comfort with digital technologies. All scales were contextually refined for the Indonesian startup environment.

3.4 Data Analysis Techniques

Data analysis was conducted using Partial Least Squares Structural Equation Modeling (PLS-SEM) via SmartPLS version 3.3.9. This method was selected for its capability to handle complex models that include mediating and moderating relationships, as well as its tolerance for data that may not conform to standard distribution assumptions ([J. F. Hair, Sarstedt, Ringle, Sharma, & Liengaard, 2024](#)). The analysis proceeded in two main stages. First, the measurement model was assessed by examining indicator reliability, Cronbach's alpha, Composite Reliability (CR), Average Variance Extracted (AVE), and discriminant validity using the Fornell–Larcker criterion, the HTMT ratio, and cross-loadings. Indicators that did not adequately represent their intended constructs were removed to improve measurement validity. Second, the structural model was evaluated through path coefficients, t-statistics, p-values, coefficient of determination (R^2), predictive relevance (Q^2), effect size (f^2), direct effects, and specific indirect effects ([Hair et al., 2024](#)). This procedure enabled a rigorous assessment of how Technology Readiness, AI-HRM, Organizational Justice, Trust in AI, and Job Satisfaction jointly explain Retention Intention among employees in Indonesian digital startups

4. Results and Discussions

4.1 Demographic profile

The demographic composition of the 390 respondents provides critical contextual insights that enhance the validity and generalizability of this study within Indonesia's evolving digital startup ecosystem. The gender distribution is relatively even, with 51.28% male and 48.72% female, ensuring diverse perspectives on AI-HRM systems. Age-wise, the majority of participants fall within the 25–30 (30.77%) and 31–40 (28.21%) age brackets, indicating a young-to-mid-career workforce that is typically more adaptive to digital innovation. These groups are particularly suitable for evaluating perceptions of organizational justice and trust in AI-enabled HR systems.

Educationally, a significant portion of respondents hold a Bachelor degree (51.28%), followed by those with a Master degree (30.77%), reflecting a highly literate population capable of engaging with complex technologies and assessing fairness-related implications of algorithmic decisions. From a job-role standpoint, 46.15% are staff members and 25.64% are managers, offering multi-level insights into how AI-HRM systems are experienced across hierarchical structures.

Table 1. Demographic profile

Variables	Category	N	Percentage (%)
Gender	Male	200	51.28
	Female	190	48.72
Age	< 25	100	25.64
	25–30	120	30.77
	31–40	110	28.21
	41+	60	15.38
Education	Diploma	50	12.82

Variables	Category	N	Percentage (%)
Education	Bachelor	200	51.28
	Master	120	30.77
	Doctorate	20	5.13
Job Position	Staff	180	46.15
	Supervisor	70	17.95
	Manager	100	25.64
	Executive	40	10.26
Experience with AI-HRM	< 1 year	120	30.77
	1–3 years	180	46.15
	> 3 years	90	23.08

Moreover, 46.15% have interacted with AI-HRM systems for 1–3 years, 30.77% for less than one year, and 23.08% for over three years, suggesting varying levels of familiarity. This distribution enables robust comparisons across the early and advanced stages of technology adoption, thereby reinforcing the study's relevance in capturing nuanced employee responses to AI-mediated HR practices. A comprehensive summary of the respondents' demographic characteristics and their corresponding distributions is presented in Table 1.

4.2 External Model Assessment

Table 2. Summary of measurement model results

Construct / Item	Mean	Std	Loadings	Alpha	rho_A	CR	AVE
AI-HRM				0.954	0.954	0.962	0.783
AI1	3.74	1.06	0.915				
AI2	3.75	1.06	0.909				
AI3	3.74	1.06	0.915				
AI4	3.78	1.05	0.866				
AI5	3.78	1.05	0.871				
AI6	3.74	1.06	0.897				
AI7	3.81	1.05	0.818				
Job Satisfaction				0.926	0.931	0.942	0.732
JS3	3.76	1.06	0.846				
JS4	3.78	1.05	0.843				
JS5	3.75	1.06	0.891				
JS6	3.75	1.06	0.886				
JS7	3.75	1.06	0.89				
JS8	3.81	1.04	0.769				
Organizational Justice				0.898	0.91	0.929	0.765
OJ1	3.07	1.27	0.882				
OJ2	3.03	1.3	0.895				
OJ3	3.01	1.25	0.849				
OJ4	3.07	1.29	0.872				
Retention Intention				0.958	0.958	0.968	0.857
RI1	2.95	1.28	0.933				
RI2	2.95	1.29	0.923				
RI3	2.95	1.3	0.93				
RI4	2.99	1.28	0.923				
RI5	2.93	1.27	0.92				
Technology Readiness				0.937	0.939	0.95	0.76
TR1	3.06	1.27	0.881				
TR2	2.99	1.29	0.871				
TR3	3.03	1.29	0.869				
TR4	3.01	1.31	0.866				

Construct / Item	Mean	Std	Loadings	Alpha	rho_A	CR	AVE
TR5	3.08	1.28	0.859				
TR6	2.99	1.25	0.885				
Trust in AI				0.954	0.954	0.964	0.818
TRS1	3.78	1.05	0.759				
TRS2	3.74	1.06	0.93				
TRS3	3.76	1.05	0.941				
TRS4	3.74	1.06	0.93				
TRS5	3.75	1.06	0.928				
TRS6	3.75	1.06	0.926				

The revised measurement model in Table 2 demonstrates satisfactory reliability and convergent validity across all constructs. After measurement refinement, JS1, JS2, RI6, RI7, and RI8 were removed because they did not adequately represent their intended constructs and raised concerns about discriminant validity. The final model retained AI1–AI7, JS3–JS8, OJ1–OJ4, RI1–RI5, TR1–TR6, and TRS1–TRS6. All retained indicators showed outer loadings above the recommended threshold of 0.70, ranging from 0.759 to 0.941. These results indicate strong indicator reliability. Internal consistency was also confirmed, as Cronbach's alpha values ranged from 0.898 to 0.958, while Composite Reliability values ranged from 0.929 to 0.968.

Furthermore, all AVE values exceeded the minimum threshold of 0.50, with values ranging from 0.732 to 0.857, confirming adequate convergent validity. Overall, the refined measurement model provides a robust empirical basis for subsequent assessments of discriminant validity and the structural model. This refinement also directly strengthens the manuscript's response to the reviewer's concern regarding measurement consistency and construct distinctiveness.

Table 3. Result of discriminant validity

Variables	1	2	3	4	5	6
AI-HRM	0.885					
Job Satisfaction	0.679	0.855				
Organizational Justice	0.346	0.347	0.875			
Retention Intention	0.746	0.612	0.329	0.926		
Technology Readiness	0.411	0.429	0.495	0.378	0.872	
Trust in AI	0.608	0.669	0.357	0.584	0.359	0.904

Table 3 presents the discriminant validity assessment using the Fornell–Larcker criterion. The results show that the square root of AVE for each construct, displayed on the diagonal, exceeds its correlations with other constructs. AI-HRM has a square root AVE of 0,885, which exceeds its correlations with Job Satisfaction, Organizational Justice, Retention Intention, Technology Readiness, and Trust in AI. Similar patterns are observed for Job Satisfaction (0,855), Organizational Justice (0,875), Retention Intention (0,926), Technology Readiness (0,872), and Trust in AI (0,904). These findings indicate that each construct explains more variance than it shares with other constructs in the model. Therefore, the refined measurement model demonstrates adequate discriminant validity. This result also confirms that the earlier concerns regarding overlapping constructs have been addressed following measurement refinement, particularly by removing indicators that weakened construct distinctiveness. The model is therefore suitable for further evaluation of its structural model.

Table 4. HTMT ratio

Variables	1	2	3	4	5	6
AI-HRM						
Job Satisfaction	0.728					
Organizational Justice	0.371	0.371				

Variables	1	2	3	4	5	6
Retention Intention	0.781	0.649	0.351			
Technology Readiness	0.433	0.457	0.535	0.397		
Trust in AI	0.635	0.7	0.381	0.611	0.378	

Table 4 reports the HTMT ratio to assess discriminant validity further. All HTMT values are below the recommended threshold of 0,85, indicating that the constructs are empirically distinct. The highest HTMT value is observed between AI-HRM and Retention Intention (0,781), followed by AI-HRM and Job Satisfaction (0,728), and Job Satisfaction and Trust in AI (0,700). These values remain within the acceptable range, confirming that the refined measurement model does not suffer from problematic construct overlap. Therefore, the HTMT results support the Fornell–Larcker findings and provide additional evidence of adequate discriminant validity across all latent variables.

Table 5. Effect Size (f^2), Determination (R^2), and Predictive Relevance (Q^2)

Predictor	Endogenous Construct	f^2	R^2	Q^2
Technology Readiness	AI-HRM	0.203	0.169	0.131
AI-HRM	Organizational Justice	0.136	0.12	0.087
AI-HRM	Trust in AI	0.586	0.369	0.297
Organizational Justice	Job Satisfaction	0.025	0.461	0.324
Trust in AI	Job Satisfaction	0.631	0.461	0.324
Organizational Justice	Retention Intention	0.012	0.437	0.371
Trust in AI	Retention Intention	0.083	0.437	0.371
Job Satisfaction	Retention Intention	0.141	0.437	0.371

Table 5 presents the structural model assessment based on effect size, explanatory power, and predictive relevance. The f^2 values indicate that Technology Readiness has a small-to-medium effect on AI-HRM (0,203). In contrast, AI-HRM has a medium-to-large effect on Trust in AI (0,586) and a small-to-medium effect on Organizational Justice (0,136). Trust in AI shows the strongest effect on Job Satisfaction (0,631), whereas Organizational Justice has a smaller effect (0,025). For Retention Intention, Job Satisfaction contributes the largest effect (0,141), followed by Trust in AI (0,083) and Organizational Justice (0,012). The R^2 values indicate that the model explains 16,9% of the variance in AI-HRM, 12,0% of the variance in Organizational Justice, 36,9% of the variance in Trust in AI, 46,1% of the variance in Job Satisfaction, and 43,7% of the variance in Retention Intention. All Q^2 values are above zero, confirming the model's predictive relevance. Overall, the model demonstrates acceptable explanatory and predictive capability.

4.3 Evaluation of the Internal Model

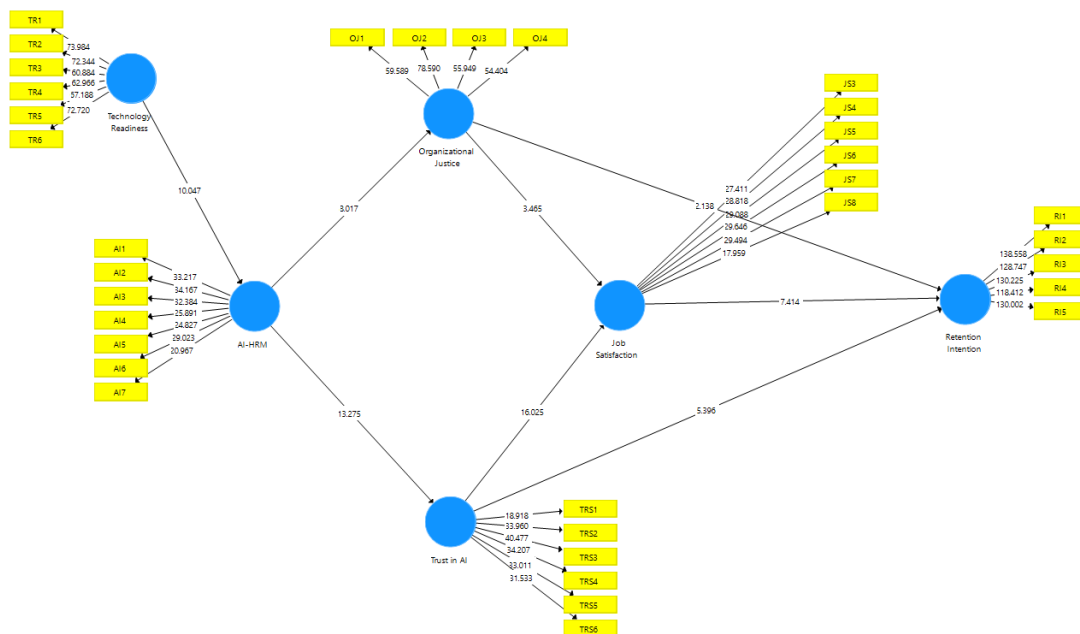


Figure 2. Structural model

Figure 2 presents the bootstrapping results of the final structural model. The model confirms that Technology Readiness significantly influences AI-HRM, indicating that employees who are more prepared to use technology are more likely to accept and engage with AI-driven HRM practices. AI-HRM, in turn, significantly affects Organizational Justice and Trust in AI, suggesting that AI-enabled HR practices can enhance employees' perceptions of fairness and confidence in algorithmic HR systems. Furthermore, Organizational Justice and Trust in AI both have significant effects on Job Satisfaction, with Trust in AI having the stronger effect. These results imply that employees' satisfaction is shaped not only by perceptions of fairness but also by their trust in the reliability and transparency of AI-based HR decisions. The model also shows that Organizational Justice, Trust in AI, and Job Satisfaction significantly predict Retention Intention. Among these predictors, Job Satisfaction provides the strongest direct contribution, confirming its central role in encouraging employees to remain in the organization. Overall, Figure 2 supports the proposed model and demonstrates the sequential role of Technology Readiness, AI-HRM, fairness, trust, and satisfaction in explaining employee retention in Indonesian digital startups.

Table 6. Bootstrapping effect results

Hypotheses	Construct	Original Sample (O)	T Statistics (O/STDEV)	P Values	Decision
H_1	AI-HRM → Organizational Justice	0.346	7.453	0.000	Supported
H_2	AI-HRM → Trust in AI	0.608	12.651	0.000	Supported
H_3	Organizational Justice → Job Satisfaction	0.123	3.002	0.003	Supported
H_4	Trust in AI → Job Satisfaction	0.625	14.620	0.000	Supported
H_5	Organizational justice → Retention Intention	0.090	2.069	0.039	Supported
H_6	Trust in AI → Retention Intention	0.295	5.370	0.000	Supported
H_7	Job Satisfaction → Retention Intention	0.383	7.659	0.000	Supported
H_{10}	Technology Readiness → AI-HRM	0.411	9.627	0.000	Supported

* means significant at 5%

Table 6 presents the bootstrapping results for the direct effects in the final structural model. The findings show that all hypothesized direct relationships are statistically significant at the 5% level. Technology Readiness positively influences AI-HRM ($\beta = 0,411$; $t = 9,627$; $p < 0,001$), supporting its role as an antecedent of AI-HRM. AI-HRM significantly affects Organizational Justice ($\beta = 0,346$; $t = 7,453$; $p < 0,001$) and Trust in AI ($\beta = 0,608$; $t = 12,651$; $p < 0,001$). Furthermore, Organizational Justice and Trust in AI positively influence Job Satisfaction, with Trust in AI showing a stronger effect. Organizational Justice, Trust in AI, and Job Satisfaction significantly predict retention Intention. Among these predictors, Job Satisfaction has the strongest direct effect on Retention Intention ($\beta = 0,383$; $t = 7,659$; $p < 0,001$). Overall, the bootstrapping results support H_1 – H_7 and H_{10} .

These results also provide important theoretical clarification for the revised model. Since Technology Readiness is positioned as an antecedent of AI-HRM, its influence on employee outcomes occurs indirectly through employees' acceptance and interpretation of AI-enabled HR practices. The significant paths from Technology Readiness to Organizational Justice and Trust in AI through AI-HRM indicate that employees who are more technologically prepared are more likely to engage positively with AI-HRM systems, which in turn shape their perceptions of fairness and trust. This finding supports the argument that technology readiness should be understood as an enabling condition in AI-HRM adoption rather than as a moderating variable.

Table 7. Specific indirect effects

Construct	Original Sample (O)	T Statistics (O/STDEV)	P Values	Decision
AI-HRM → Organizational Justice → Job Satisfaction	0.0430	2.4580	0.0140	Supported
Technology Readiness → AI-HRM → Organizational Justice → Job Satisfaction	0.0180	2.2380	0.0260	Supported
AI-HRM → Trust in AI → Job Satisfaction	0.3800	8.5120	0.0000	Supported
Technology Readiness → AI-HRM → Trust in AI → Job Satisfaction	0.1560	6.0300	0.0000	Supported

Construct	Original Sample (O)	T Statistics (O/STDEV)	P Values	Decision
Technology Readiness → AI-HRM → Organizational Justice	0.1420	4.9820	0.0000	Supported
Organizational justice → Job Satisfaction → Retention Intention	0.0470	2.6880	0.0070	Supported
AI-HRM → Organizational Justice → Job Satisfaction → Retention Intention	0.0160	2.2850	0.0230	Supported
Technology Readiness → AI-HRM → Organizational Justice → Job Satisfaction → Retention Intention	0.0070	2.0610	0.0400	Supported
Trust in AI → Job Satisfaction → Retention Intention	0.2390	7.0970	0.0000	Supported
AI-HRM → Trust in AI → Job Satisfaction → Retention Intention	0.1460	6.4760	0.0000	Supported
Technology Readiness → AI-HRM → Trust in AI → Job Satisfaction → Retention Intention	0.0600	4.8650	0.0000	Supported
AI-HRM → Organizational Justice → Retention Intention	0.0310	1.7950	0.0730	Not supported
Technology Readiness → AI-HRM → Organizational Justice → Retention Intention	0.0130	1.7120	0.0870	Not supported
AI-HRM → Trust in AI → Retention Intention	0.1800	4.0910	0.0000	Supported
Technology Readiness → AI-HRM → Trust in AI → Retention Intention	0.0740	3.7050	0.0000	Supported
Technology Readiness → AI-HRM → Trust in AI	0.2500	7.1100	0.0000	Supported

* means significant at 5%

Moreover, the stronger indirect effect through Trust in AI, as seen in Table 7, compared with Organizational Justice, suggests that trust is the dominant psychological pathway explaining how AI-HRM improves job satisfaction and retention-related outcomes. In the context of Indonesian digital startups, employees may evaluate AI-HRM not only on whether the system is fair but also on its reliability, transparency, and dependability. Therefore, AI-HRM implementation should prioritize trust-building features such as explainability, consistency, data protection, and human oversight. Overall, the indirect effect results show that employee retention is not driven by AI-HRM alone but by a chain of psychological responses involving fairness, trust, and satisfaction.

4.4 Discussion

The findings provide empirical support for the revised model, which positions Technology Readiness as an antecedent of AI-HRM rather than as a moderator. The final structural model confirms that all direct hypotheses are supported, indicating that Technology Readiness, AI-HRM, Organizational Justice, Trust in AI, Job Satisfaction, and Retention Intention are meaningfully connected in Indonesian digital startups. This revised positioning is important because the empirical results show a significant path from Technology Readiness to AI-HRM, not an interaction effect.

First, Technology Readiness has a positive and significant effect on AI-HRM (H10: $\beta = 0.411$, $t = 9.627$, $p < 0.001$). This suggests that employees who are confident, open, and comfortable with digital technologies are more likely to accept AI-driven HRM practices ([Parasuraman et al., 2020](#)). Thus, Technology Readiness functions as an enabling antecedent that facilitates employees' engagement with AI-HRM systems. This finding is consistent with the Technology Readiness perspective, which emphasizes that optimism and innovativeness shape technology adoption ([Song et al., 2023](#)), and with studies highlighting the importance of employee readiness in digitally enabled workplaces (S. Kim et al., 2025; [Malik et al., 2023](#)).

Second, AI-HRM significantly influences Organizational Justice and Trust in AI. AI-HRM positively affects Organizational Justice (H1: $\beta = 0.346$, $t = 7.453$, $p < 0.001$), indicating that employees may perceive AI-enabled HR systems as fair when they are consistent, transparent, and rule-based. This supports Organizational Justice Theory, which stresses procedural, distributive, interpersonal, and informational fairness in shaping workplace attitudes ([Frank et al., 2023](#); [Yu et al., 2022](#)). In AI-mediated HR settings, algorithmic systems can enhance fairness by reducing subjectivity, although opacity and limited human interaction may create concerns. AI-HRM also has a stronger effect on Trust in AI (H2: $\beta = 0.608$, $t = 12.651$, $p < 0.001$), suggesting that trust is strongly shaped by employees' experience with AI-enabled HR practices. This aligns with studies showing that transparency, reliability, and explainability are essential for building trust in AI systems ([Einola & Khoreva, 2023](#)).

Third, Organizational Justice and Trust in AI significantly influence Job Satisfaction. Organizational justice positively affects Job Satisfaction (H3: $\beta = 0.123$, $t = 3.002$, $p = 0.003$), although the effect is modest. This indicates that fairness remains relevant, but may not be the strongest driver of satisfaction in AI-HRM environments. Trust in AI shows a stronger effect on Job Satisfaction (H4: $\beta = 0.625$, $t = 14.620$, $p < 0.001$), indicating that employees are more satisfied when they view AI systems as reliable, transparent, and supportive. This extends Social Exchange Theory by showing that positive employee responses in digital HR environments are shaped by both fairness and confidence in technological systems ([Liao et al., 2024](#)). Fourth, Organizational Justice, Trust in AI, and Job Satisfaction significantly predict Retention Intention. Organizational justice has a positive but small effect on Retention Intention (H5: $\beta = 0.090$, $t = 2.069$, $p = 0.039$), while Trust in AI shows a stronger direct effect (H6: $\beta = 0.295$, $t = 5.370$, $p < 0.001$). These results suggest that fairness and trust both matter for retention, but trust in AI plays a more prominent role in AI-enabled workplaces ([Sanders & De Cieri, 2021](#); [Tandon et al., 2025](#)). Job Satisfaction also significantly influences Retention Intention (H7: $\beta = 0.383$, $t = 7.659$, $p < 0.001$), confirming that satisfied employees are more likely to remain with their organizations.

The mediation findings further clarify how AI-HRM influences employee outcomes. Organizational justice significantly mediates the relationship between AI-HRM and Job Satisfaction ($\beta = 0.043$, $p = 0.014$), while Trust in AI provides a stronger mediating pathway ($\beta = 0.380$, $p < 0.001$). These results indicate that AI-HRM enhances satisfaction primarily by building trust in AI, although fairness perceptions remain important as well. The serial mediation results show that AI-HRM influences Retention Intention through Trust in AI and Job Satisfaction ($\beta = 0.146$, $p < 0.001$), and through Organizational Justice and Job Satisfaction ($\beta = 0.016$, $p = 0.023$). Therefore, retention is not produced by AI-HRM alone, but through psychological responses involving fairness, trust, and satisfaction.

Overall, the findings support a revised explanation in which Technology Readiness enables AI-HRM acceptance, AI-HRM shapes justice and trust, and these evaluations influence satisfaction and retention. For practice, startup leaders should prepare employees to use AI-HRM confidently, communicate how AI systems work, ensure transparent decision rules, and maintain human oversight. By combining technological readiness, fairness, trust, and employee-centered implementation, startups can use AI-HRM not only to improve HR efficiency but also to support sustainable employee retention.

5. Conclusions

5.1 Conclusion

This study concludes that AI-driven Human Resource Management (AI-HRM) plays an important role in shaping employee attitudes and retention intention in Indonesian digital startups. The revised model confirms that Technology Readiness serves as an antecedent of AI-HRM, indicating that employees who are better prepared, more confident, and more open to digital technologies are more likely to accept AI-enabled HRM practices. This finding clarifies the role of Technology Readiness in the model, not as a moderator, but as an enabling factor that supports employees' engagement with AI-HRM systems.

The results further demonstrate that AI-HRM positively influences Organizational Justice and Trust in AI. This suggests that AI-based HR practices can strengthen employees' perceptions of fairness and trust when implemented through transparent, reliable, and consistent systems. Organizational Justice and Trust in AI also positively affect Job Satisfaction, although Trust in AI shows a stronger influence. This indicates that in AI-enabled HR environments, employees' satisfaction is shaped not only by their perception of fairness but also by their confidence in the AI systems used in HR decision-making.

The findings also confirm that Organizational Justice, Trust in AI, and Job Satisfaction significantly influence Retention Intention. Among these predictors, Job Satisfaction has the strongest direct effect, suggesting that employees are more likely to remain in an organization when AI-HRM practices foster positive work experiences. The mediation results further show that AI-HRM influences employee outcomes through psychological mechanisms involving justice, trust, and satisfaction. Overall, this study extends Organizational Justice Theory to the AI-HRM context and provides empirical evidence that ethical, trustworthy, and employee-centered AI-HRM practices can support employee retention in digital startup environments.

5.2 Research Limitations

Despite its contributions, this study has several limitations. First, the research employed a cross-sectional survey design, which limits the ability to establish causal relationships among Technology Readiness, AI-HRM, Organizational Justice, Trust in AI, Job Satisfaction, and Retention Intention. Employee perceptions of AI-HRM may change over time as they gain more experience with algorithmic HR systems. Therefore, the findings should be interpreted as associations rather than definitive causal effects.

Second, the study focused only on employees working at digital startups in the major Indonesian cities of Jakarta, Bandung, Surabaya, and Yogyakarta. Although this context is relevant for examining AI-HRM adoption, the findings may not be fully generalizable to traditional industries, public organizations, multinational corporations, or startups in other cultural and economic settings. Third, the data were collected using self-reported questionnaires, which may introduce common method bias, although the final measurement model demonstrated acceptable reliability, convergent validity, and discriminant validity.

Fourth, this study measured AI-HRM, trust, justice, satisfaction, and retention at the perceptual level. It did not directly examine the technical characteristics of AI systems, such as algorithmic transparency, explainability, data governance, bias mitigation, or human oversight. These technical and ethical features may strongly influence how employees evaluate AI-HRM systems in practice.

5.3 Suggestions and Directions for Future Research

Future research should consider longitudinal designs to examine how employees' perceptions of AI-HRM, fairness, trust, satisfaction, and retention develop over time. Experimental or mixed-method approaches may also provide deeper insights into how employees respond to different types of AI-HRM applications, such as recruitment algorithms, performance appraisal systems, HR chatbots, and predictive retention analytics.

Future studies may also expand the research context beyond Indonesian digital startups. Comparative studies across industries, organizational sizes, and countries help determine whether the proposed model remains valid in different institutional and cultural environments. In addition, future research could incorporate more technical and ethical dimensions of AI-HRM, such as explainable AI, perceived surveillance, data privacy, algorithmic accountability, and human-in-the-loop decision-making.

Finally, future scholars may examine additional psychological variables that could enrich the model, such as AI anxiety, perceived autonomy, psychological safety, employee voice, digital competence, or resistance to AI adoption. These variables may provide a more comprehensive understanding of why some employees embrace AI-HRM while others remain skeptical. In practice, startup leaders should strengthen employees' technology readiness, clearly communicate how AI-HRM systems operate, ensure fairness in algorithmic decisions, and maintain human oversight to build trust and support long-term employee retention.

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Author Contributions

HNB contributed to the conceptualization, study design, data collection, analysis, manuscript drafting, revision, supervision, and final approval. **AS** contributed to the analysis, manuscript drafting, revision, and supervision. **Z** contributed to the revision, supervision, and final approval. **SSB** contributed to the study design, data collection, analysis, and final approval.

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