

Literature Review on Employee Perceptions of Impact of Artificial Intelligence on Job Security in Private Sector Banks

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Abstract

Artificial Intelligence (AI) is a game changing technology transforming organizational processes, workforce arrangements and employment relationships across many different industries. AI delivers huge gains in productivity, efficiency, innovation and decision making. But it has also raised concerns about job displacement, employability and workforce sustainability. The aim of this study is to review the existing literature regarding Employee's attitude towards Artificial Intelligence and Impact of Artificial Intelligence on job security in today's work places with a special focus on banking industry in private sector. This review uses a systematic literature review methodology to synthesize findings from peer-reviewed journal articles, scholarly databases, policy reports, and industry publications published between 2020 and 2026. This study investigates the important constructs of AI awareness, perceived AI capability, exposure to AI adoption, perceived benefit of AI, perceived threat of job displacement, reskilling readiness, job insecurity, perceived organizational support and job security perception. The results show that employees have positive and negative perceptions toward AI. They are aware of the operational and strategic benefits of AI, however, fears of automation and job losses and changing skill requirements still influence concerns about job security. The review also found that AI awareness, readiness to reskill and organizational support is positively associated to employees' adaptability and confidence and perceived threat of job displacement is associated to higher job insecurity. The research indicates that a human-centered approach such as employee development, continuous learning, open communication and organizational support is essential for successful AI implementation. This way of working allows for technological transformation while keeping employees happy, engaged and secure in their long term jobs.

Keywords: Artificial Intelligence (AI), Employee Perception, Job Security, Job Insecurity, Reskilling Readiness

1. Introduction

Artificial Intelligence (AI) is one of the most disruptive technologies of the Fourth Industrial Revolution and is changing the way organizations operate, make decisions and manage their workforces. AI is increasingly used by industries that promote the digital transformation and change the traditional employment structures (Dwivedi et al., 2021; Davenport & Mittal, 2023). AI-based solutions are being adopted in different sectors such as banking, healthcare, education, manufacturing, logistics, and information technology for improving productivity, efficiency, customer service, and strategic decision making (Jarrahi et al., 2023; Budhwar et al., 2022).

Recent advances in AI technology have not only been limited to automating physical tasks, but have also been extended to learning, pattern recognition, natural language processing, predictive analytics and decision making (Makridakis, 2017; Brynjolfsson & McAfee, 2017). In this manner, AI has become a force to reckon with when it comes to organizational processes and workforce dynamics. AI has many benefits including improved operational efficiency, innovation, quality of decision-making and competitiveness (Dwivedi et al., 2023; Malik et al., 2024). But it has also sparked concerns about workforce sustainability and job security. Employees increasingly see AI as a technology that could replace some job functions (Frey & Osborne, 2017; Acemoglu & Restrepo, 2019), and there is a growing concern

that it is such a technology. Concerns over automation anxiety, technological unemployment and workforce displacement (Susskind & Susskind, 2022; Autor, 2022) have further fueled these concerns.

“Employee perceptions are key for the success of the AI initiative. Research has shown that positive perceptions are helpful in technology acceptance, learning and innovation while negative perceptions are linked with resistance, stress, anxiety and low organizational commitment (Venkatesh et al., 2016; Tarafdar et al., 2019; Sharma & Gupta, 2023; Kshetri, 2021). Earlier research has revealed that the employees’ attitude towards AI-enabled workplaces is mainly impacted by AI awareness, perceived AI capability, AI adoption exposure, perceived benefits of AI, perceived threat of job displacement, and reskilling readiness (Upadhyay & Khandelwal, 2022; Verma et al., 2024).

One of the many outcomes of the adoption of AI is job insecurity which has been a major psychological problem. Job insecurity is the feeling of a person that his/her job is not stable or is going to end (Greenhalgh & Rosenblatt, 1984). The threat of technological change, skills obsolescence and uncertainty about future employability often exacerbate job insecurity (De Witte, 2021; Shoss, 2017). The AI threat to job security has been linked to increased stress, anxiety, lower job satisfaction and lower organizational commitment (Wang et al., 2023; Singh & Agarwal, 2024). However, there is literature suggesting that organisational interventions such as training, reskilling, open communication and career development support can help to alleviate employees’ fears and facilitate successful adaptation to AI driven work environments (Budhwar et al., 2022; Chatterjee et al., 2024).

In the Indian context, these issues are of high importance as the adoption of AI is growing at a fast pace through initiatives such as Digital India and National Strategy for Artificial Intelligence (NITI Aayog, 2021; MeitY, 2023). The literature on AI and employment is growing. However, past studies have been fragmented and limited to either technology adoption or organizational performance. Little has been done to understand employee perceptions and implications for job security. Therefore, an inclusive review is needed to integrate the current knowledge and evaluate the combined effects of AI awareness, perceived AI capability, AI adoption exposure, perceived benefits, perceived threat of job displacement, reskilling readiness, job insecurity, perceived organizational support and job security perception on employee experiences in AI-enabled workplaces.

2. Objectives of the Review

This literature review critically synthesizes the existing research on employee perceptions of Artificial Intelligence and its implications for job security in the modern workplace. The review is looking for:

1. The paper presents a critical review of the literature on Artificial Intelligence and employee perceptions within the context of organizations.
2. To examine the effects of AI-related factors (AI awareness, perceived AI capability, AI adoption exposure, perceived benefits of AI, perceived threat of job displacement, reskilling readiness) on employee attitudes and employment-related outcomes.
3. To study the impact of perceived organizational support and job insecurity on employees’ perception of job security in AI-enabled workplaces.

The objectives of this study are to review the existing evidence, identify critical research gaps and offer future research directions on Artificial Intelligence and job sustainability.

3. Methodology of the Review

3.1 Review Design

In this study, a systematic literature review approach was used to summarize the existing knowledge on how employees perceive Artificial Intelligence and its impact on job security. This approach allows for the identification of salient themes, emerging trends and research gaps in the multidisciplinary research on the AI-related workforce and provides a comprehensive understanding of the interrelationships between AI, employee perceptions, job insecurity, organizational support, reskilling readiness and job security perception.

3.2 Sources of Literature

A comprehensive search of the major academic databases and academic repositories was performed to identify the relevant literature. The main sources of this work have been:

- Scopus
- Web of Science (WoS) database
- ScienceDirect.
- Emerald Insight
- Springer Link
- Taylor and Francis Online
- Sage Publications
- Wiley Online Library
- ProQuest
- Google Scholar

Where relevant to the objectives of the review, peer reviewed journal articles were considered as well as relevant reports of international organisations, government agencies, policy think tanks and professional associations. Other sources were helpful to inform on recent progress on Artificial Intelligence, workforce transformation, digital skills and sustainable employment.

To achieve a wide coverage of the literature from the various academic disciplines, different databases were used, e.g. Human Resource Management, Organizational Behaviour, Information Systems, Industrial Psychology, Technology Management, Innovation Studies and Labour Economics.

3.3 Search Strategy

A systematic literature search strategy was developed to identify relevant literature on Artificial Intelligence and employment outcomes. Different combinations of key words were used to obtain studies related to the objectives of the review. These include: Artificial Intelligence, AI Adoption, AI Awareness, Employee Perceptions, Job Security, Job Insecurity, Automation Anxiety, Job Displacement, Human-AI Collaboration, Organizational Support, Reskilling, Employability and Workforce Sustainability.

3.4 Inclusion Criteria

The review considered only peer-reviewed journal articles, empirical studies, conceptual and review articles in English. This review is based on articles published in the period 2020-2026 on Artificial Intelligence in the workplace, employees' perceptions and attitudes, job security, job insecurity, organizational support, reskilling and technological change in developed and developing economies.

3.5 Exclusion Criteria

To ensure the relevance and quality of the review, conference proceedings, editorial notes, commentaries, book reviews and publications in languages other than English were excluded. The review excluded studies that were not relevant to employee perceptions, job security or employment-related outcomes. It also excluded studies that focused solely on the technical development of AI without regard to its implications for the workforce.

3.6 Screening and Selection Process

The literature was selected through a multi-step process of database searching, screening of titles and abstracts, and full text assessment. The included studies were critically reviewed using the pre-defined inclusion and exclusion criteria, paying close attention to AI awareness, perceived AI capability, AI adoption exposure, perceived benefits, job displacement, reskilling readiness, job insecurity, organizational support and job security perception. The final sample included studies across a variety of industries and geographic settings, allowing for a broad lens on employee perceptions of AI and related employment outcomes.

3.7 Scope of the Review

The review has been steered to review the perceptions of the employees towards Artificial Intelligence and its impact on job security related outcomes in the organizational settings. In particular, it pinpoints key constructs such as AI awareness, perceived AI capability, AI adoption exposure, perceived threat of job displacement, perceived benefits of AI, reskilling readiness, job insecurity, perceived organizational support and job security perception, to provide an integrated understanding of employee experiences in AI-enabled workplaces.

4. Review of Literature

4.1 Artificial Intelligence and Workplace Transformation

Artificial Intelligence (AI) is a major innovation technology and shaping the way work is created, managed and performed and transforming the modern workplaces. AI is different from previous automation technologies in that it can perform cognitive tasks, such as data analysis, forecasting, decision making and language processing, which have an impact on operational and strategic organizational activities (Brynjolfsson & McAfee, 2017; Dwivedi et al., 2021).

The industries are gradually implementing AI to optimize efficiency, reduce costs, enhance customer experience, innovate, and make decisions (Davenport & Mittal, 2022; Huang & Rust, 2021). AI-based systems have leveraged advanced analytics and machine learning capabilities to improve efficiency, accuracy and organizational performance (Jarrahi et al., 2023; Malik et al., 2024).

But with all the benefits, there are still concerns of job loss and job sustainability. Some scholars (Autor, 2022; Brougham & Haar, 2020) view AI as a tool to amplify human capabilities, allowing employees to concentrate more on higher-value activities. Others focus on the risks of automation, technological unemployment and changing skills needs, particularly for routine jobs (Frey & Osborne, 2017; Acemoglu & Restrepo, 2019). The implications of AI on jobs are complex and depend on organizational practices, workforce skills and industry conditions (e.g. Research on perceptions of employees is thus an important research area.

4.2 AI Awareness

AI awareness is defined as the employees' awareness of the nature, uses, capabilities and limitations of Artificial Intelligence technologies and their potential implications for work activities and career prospects (Upadhyay & Khandelwal, 2022; Verma et al., 2024). Higher levels of AI awareness are associated with higher levels of employee confidence, acceptance of technology, and more realistic expectations of AI capabilities, which then lowers the uncertainty associated with technological change (Venkatesh et al., 2016; Chatterjee et al., 2023). The increased awareness helps the employees to see AI as an added tool and not a threat, which reduces the fear of job loss and increases the awareness of AI benefits on productivity and decision making (Tarafdar et al., 2019; Budhwar et al., 2022). On the contrary, a lack of awareness is often associated with misperception, fear and resistance to the adoption of AI (Kshetri, 2021; Sharma & Gupta, 2023). Training, workshops and communication efforts can help raise awareness for AI and can increase the acceptance and successful implementation of AI by employees (Singh & Agarwal, 2024; NASSCOM, 2024). Previous research has suggested that awareness of AI might be one of the factors influencing attitudes toward AI technologies. For example, Ng et al. (2021) proposed a multidimensional framework of AI literacy and found that increased AI awareness was associated with a greater willingness to engage with AI-enabled technologies and digital work environments. Likewise, Schepman and Rodway (2023) found that higher awareness of AI was associated with more positive attitudes towards AI adoption and lower fear of automation. AI awareness was positively linked to confidence, perceived usefulness, and willingness to collaborate with intelligent technologies (Chiu et al., 2023). Higher awareness was related to higher trust and acceptance of AI-supported decision making processes (Araujo et al., 2020). Likewise, Long and Magerko (2020) stated that understanding the concepts, applications, and limitations of AI is important to reduce misconceptions and prepare people for technology-driven workplaces. Awareness of AI is important for trust, acceptance and positive attitude towards AI adoption by employees generally speaking.

Recent research has emphasized the importance of AI awareness in shaping perceptions of technology acceptance and workplace readiness. Ng et al. (2021) reviewed the multidimensional AI literacy and pointed out that the AI awareness can improve the preparedness for digital work setting. Higher AI awareness was also associated with more positive attitudes and a lower fear of automation (Schepman and Rodway, 2023). Awareness of AI improved confidence, perceived usefulness, and willingness to cooperate with intelligent technologies (Chiu et al., 2023). Araujo et al. (2020)

also showed that being familiar with AI systems promoted trust and acceptance of automated decision making. Long and Magerko (2020) also emphasized the importance of understanding AI's concepts and limitations to combat misinformation and prepare people to work in technology-driven workplaces.

4.3 Perceived AI Capability

Perceived AI capability is defined as how employees perceive the capability of Artificial Intelligence systems to do tasks traditionally done by humans such as learning, decision making, problem solving and data analysis (Jarrahi et al., 2023; Dwivedi et al., 2023). Advances in machine learning, predictive analytics, and natural language processing have heightened perceptions of AI as a powerful technology that could transform the nature of work and organizational processes (Huang & Rust, 2021; Davenport & Mittal, 2022). Employees' perception of higher AI capability is related to greater efficiency, productivity, quality of decisions and organizational performance and enables digital transformation initiatives (Chatterjee et al., 2024; Malik et al., 2024). However, perceptions of AI capability are also rising, which may lead to fears over job displacement and future employability, particularly for routine and information processing jobs (Frey & Osborne, 2017; Acemoglu & Restrepo, 2019). Perceived capability also influences trust in employees and technology acceptance and usage behaviour (Venkatesh et al, 2016; Upadhyay & Khandelwal, 2022). Across many studies over the years, beliefs about AI's capability and awareness of AI have consistently been found to matter in forming attitudes toward AI. Ng et al. (2021) developed a multidimensional AI literacy framework and found that higher awareness of AI was associated with a higher willingness to participate in AI-enabled technologies. In addition, Schepman and Rodway (2023) found that the greater the awareness of AI, the more positive attitudes and less fear of automation. AI awareness was found to have a positive impact on confidence, usefulness and the willingness to work with intelligent technologies (Chiu et al., 2023). The higher the awareness is, the higher is the level of trust and acceptance of AI-supported decision making (Araujo et al. 2020). Understanding AI concepts, application, and limitations is critical to reducing misinformation and preparing people for technology-driven workplaces (Long & Magerko, 2020). Similar findings were reported by Glikson and Woolley (2020), who found that employees who believe AI systems are competent, reliable and accurate are more likely to trust and work with AI systems. Perceived capability, explainability and transparency played an important role in enhancing user confidence and adoption of AI technologies (Shin, 2021). Castelo et al. (2021) found that people were more likely to trust AI in analytical decisions rather than in emotional or subjective decisions. In addition, Köbis and Mossink (2021) found that AI was more accepted when AI was perceived as competent, impartial and reliable. As Gillespie et al. (2023) note, competence, fairness and reliability are significant predictors of employee confidence in AI-enabled workplaces. In conclusion, the perceived ability of AI is still largely contingent on the trust, acceptance, attitudes, and job security of employees towards AI adoption.

4.4 AI Adoption Exposure

The exposure to AI adoption is defined as the exposure, observation or use of Artificial Intelligence technologies at the workplace (Tarafdar et al., 2019; Jarrahi et al., 2023). Research has found that workers who are more exposed to AI systems are more realistic in terms of what they can and cannot do and hence have more acceptance of technology and confidence in digital transformation initiatives (Dwivedi et al., 2021; Chatterjee et al., 2023). Employees' exposure to AI allows them to learn and develop technological self-efficacy, become adaptable and be ready for future needs of the workplace, as a result, enabling employees to see technological change as a route to career progression (Brougham & Haar, 2020; Budhwar et al., 2022). However, when employees see AI taking over human functions, the fear of losing jobs and redundancy of roles may grow (Acemoglu & Restrepo, 2019; Kshetri, 2021). The exposure effect is largely dependent on the type and level of AI adoption. More exposure effect leads to more conservative assessment of opportunities and threats (Verma et al., 2024; Singh & Agarwal, 2024) Empirical studies show that direct experience with AI technologies increases technological confidence, decreases uncertainty, increases the understanding of AI-driven decisions, and enhances the acceptance of employees to organizational transformation initiatives (Benbya et al., 2021; Meijerink et al., 2021; Strohmeier, 2022; Mariani et al., 2023; Felzmann et al., 2020). Organizations with good training, communication and involvement of employees in the process of implementation of AI technology have better perception and successful implementation of the technology.

4.5 Perceived Threat of Job Displacement

The threat of AI as a job displacer is the perceived reduction in the supply of jobs in the future, or the change in the composition of occupations or replacement of human labour with AI in the future (Frey & Osborne, 2017; Susskind & Susskind, 2022). The growing capability of AI in cognitive, analytical, and decision-making tasks has sparked concerns about technological unemployment, especially among workers performing routine and repetitive tasks (Acemoglu & Restrepo, 2019; Autor, 2022). AI is frequently associated with workforce downsizing, job insecurity and changes in the skill set of employees, especially in industries undergoing rapid digital transformation (Brougham & Haar, 2020; Kshetri, 2021). Additional research shows that employees with low technological competencies and little opportunity to develop their competencies are more afraid of losing their job, while creative and interpersonal employees are less at risk (Huang & Rust, 2021; Wang et al., 2023). High levels of stress and anxiety, and low levels of organizational commitment and resistance to technological change are associated with the high perceived threat of displacement (Shoss, 2017; De Witte, 2021). Some scholars argue that 'AI can create and transform jobs rather than destroy', but how employees perceive this matters because behavioural responses are based more on perceived than real threats (Brynjolfsson & McAfee, 2017; World Economic Forum, 2023). This concern is backed by empirical evidence, with studies indicating different degrees of risk of automation, disruption to employment and the increasing need for workforce adaptation and re-skilling (Frey & Osborne, 2017; Arntz et al., 2016; Acemoglu & Restrepo, 2020; Manyika et al., 2017; Autor, 2022; Frank et al., 2019; Nedelkoska & Quintini, 2018; OECD, 2023). Hence, the risk of job displacement is an important predictor to determine employee attitudes toward the adoption of AI, and an important antecedent of job insecurity.

4.6 Perceived Benefits of AI

Perceived benefits of AI are the employees' beliefs that the adoption and use of Artificial Intelligence technologies in the workplace will lead to positive results such as increased productivity, efficiency, decision making, innovation and professional development opportunities (Davis, 1989; Venkatesh et al., 2016). When the benefits of technology are clear, such as AI automating repetitive tasks, processing large amounts of information, and enabling data-driven decision-making, employees are more supportive of technology initiatives (Davenport & Mittal, 2022; Dwivedi et al., 2023). Research has shown that AI-based systems improve operational efficiency, job performance, decrease workload and errors, and ultimately enhance organizational effectiveness (Huang & Rust, 2021; Malik et al., 2024). Furthermore, the adoption of AI has generated opportunities for learning and skills development that enable workers to take on more strategic and cognitively demanding tasks (Budhwar et al., 2022; Chatterjee et al., 2024). Jarrahi et al., 2023; Verma et al., 2024) In addition, AI's ability to extract insights from big data enables evidence-based decision-making and reduces uncertainty in organizational processes. Studies have shown that AI increases productivity, quality of work, innovation and organizational performance in various industries (Brynjolfsson et al., 2023; Noy & Zhang, 2023; Dell'Acqua et al., 2023; Wamba et al., 2021; Dwivedi et al., 2023). Perceived benefits therefore are important in counterbalancing concerns about job displacement and in driving employee acceptance, optimism and adaptation to AI-enabled workplaces.

4.7 Reskilling Readiness

Reskilling readiness refers to the willingness and preparedness of an employee to acquire new skills to stay relevant in AI-enabled workplaces (World Economic Forum, 2023; Budhwar et al., 2022). Continuous learning is a must and is the key to stay employable and to keep pace with the technological change as the job requirements keep changing and the repetitive tasks are being automated by Artificial Intelligence. Employees who are ready to reskill are more likely to view AI as an opportunity for career advancement rather than a threat to their job security (Chatterjee et al., 2024; Verma et al., 2024). Studies have shown that lifelong learning, learning orientation, self-efficacy and openness to change positively influence employee motivation to participate in skill development programs, and low self-confidence in learning skills can lead to higher levels of resistance and technological anxiety (Bandura, 1997; Upadhyay & Khandelwal, 2022). The organisation's training programmes, mentoring, digital learning platforms and career advancement opportunities make workforce adaptive and confident about future career prospects (Budhwar et al., 2022; Sharma & Gupta, 2023). There is a well-established body of evidence that lifelong learning workers are more resilient to disruptions linked to automation and less prone to technology displacement (NASSCOM, 2024; OECD, 2023). Reskilling and upskilling are also important for workforce sustainability, career mobility and successful technology transformation. Digital, analytical and AI related skills are growing in value (World Economic Forum, 2023; LinkedIn

Learning, 2024; McKinsey Global Institute, 2023). Thus, the willingness to reskill is an important aspect affecting perceptions of employee adaptability, employability and job security in contemporary workplaces.

4.8 Job Insecurity

Job insecurity is defined as the employee's feeling of threat to continuity and stability of employment (Greenhalgh & Rosenblatt, 1984). This is one of the most important psychological effects of the technological change. The rapid uptake of AI technologies also raises concerns about the potential threat to jobs, skills and workers (De Witte, 2021; Wang et al., 2023). Studies show that it's less about real job loss, and more about the perception of threat from technology. Employees who expect AI will take over their job duties experience greater anxiety and ambiguity (Shoss, 2017; Brougham & Haar, 2020). Job insecurity has been consistently associated with negative consequences such as stress, emotional exhaustion, job dissatisfaction, organizational commitment, productivity, and turnover intentions (De Witte, 2021; Singh & Agarwal, 2024). Workers who perceive AI as highly capable and their jobs as highly automatable are more insecure than those employed in creative, strategic or interpersonal occupations (Acemoglu & Restrepo, 2019; Autor, 2022). Moreover, empirical evidence has shown that concerns about AI-based automation are relevant predictors of employee well-being, organizational trust, and workplace performance (Lee et al., 2023; Jiang & Lavaysse, 2018; Sverke et al., 2002; Cheng & Chan, 2008). However, organizations investing in employee development, transparent communication and workforce support initiatives can reduce insecurity and enable employees to adapt to technological change (Budhwar et al., 2022; Chatterjee et al., 2024). Therefore, job insecurity is an important process connecting employee perceptions of AI to wider employment-related outcomes and perceptions of job security.

4.9 Perceived Organizational Support

Perceived organizational support (POS) is the perception of the degree to which the organization values the employee's contribution and cares about their well-being (Eisenberger et al., 1986). The uncertainty of changes in job roles, skill requirements and employability challenges demand support from the organisation to employees in the context of Artificial Intelligence adoption (Budhwar et al., 2022; Sharma & Gupta, 2023). Supportive practices such as open communication, employee participation in decision making, training opportunities, career development initiatives and recognition of employee contributions are necessary to foster trust and confidence in technological transformation (Eisenberger et al., 1986; Chatterjee et al., 2024). Employees with high perceptions of organizational support are more likely to view AI adoption as a growth opportunity, engage in learning initiatives and respond positively to technological changes (Upadhyay & Khandelwal, 2022; Verma et al., 2024). Moreover, perceived organizational support can mitigate the negative effects of job insecurity by reducing stress, enhancing resilience, and enhancing psychological well-being (De Witte, 2021; Wang et al., 2023). Previous studies have indicated that employees working in a supportive organizational environment are more likely to show higher job satisfaction, organizational commitment, acceptance of AI-led workplace change and less resistance against digital transformation initiatives (Rhoades & Eisenberger, 2002; Karatepe et al., 2020; Ahmed et al., 2024; Nguyen et al., 2023). Thus, perceived organizational support is an important factor influencing employee attitudes, their adaptability and sustainability of workforces in AI-enabled organizations.

4.10 Job Security Perception

Job security perception is the subjective evaluation of the employee about the stability, continuity and sustainability of his/her job in a context of organizational, economic and technological change (De Witte, 2021; Shoss, 2017). It is an important predictor of employee well-being, job satisfaction, organizational commitment and performance at workplace (Greenhalgh & Rosenblatt, 1984; De Witte, 2021). The rapid growth of Artificial Intelligence has raised new questions about the future relevance of employees' skills and their long-term employability. People are starting to ask themselves if the technological transformation will be a complement or a threat to their career (Autor, 2022; Susskind & Susskind, 2022). The perception of job security is affected by several factors, including awareness of AI, perceived advantages of AI, perceived risk of job displacement, exposure to AI adoption, readiness for reskilling, and perceived organizational support (Budhwar et al., 2022; Verma et al., 2024). In general, employees with higher levels of technological awareness, reskilling readiness and organizational support tend to have higher perceptions of job security. However, fears of job displacement and technological substitution are expected to undermine confidence in future employment (World Economic Forum, 2023; NASSCOM, 2024; Eisenberger et al., 1986; Upadhyay & Khandelwal, 2022). Furthermore,

empirical evidence suggests that employees who view AI as a complementary technology and possess higher technological skills tend to report higher perceived job security than those who view AI mainly as a substitute for human labor (De Witte, 2021; Wang et al., 2023; Verma et al., 2024; Singh & Agarwal, 2024). Therefore, perceived job security is a key indicator of employees' confidence, adaptability and psychological well-being in AI-enabled workplaces.

5. Synthesis of Literature

As reviewed in previous sections of the literature, the perception of Artificial Intelligence by employees is determined by the complex interplay between technological, psychological and organizational factors. While individual dimensions of AI adoption and labor outcomes have been separately studied, a larger synthesis reveals some critical patterns in how employees make sense of technological change and the consequent shape of perceptions of job security.

The literature suggests that employee reactions to AI are not always positive (or negative). Instead, employees can immediately see opportunities and risks of adopting AI. In this perspective, AI is a technology that will improve productivity, improve decision making, cut back on routine work, and open up possibilities for innovation and career development. However, fears of automation, job destruction, skills obsolescence, and job insecurity remain high across all industries and occupational classifications (Dwivedi et al., 2023; Budhwar et al., 2022).

The literature indicates that AI awareness affects employees' perception. The more employees learn about AI, the more balanced their view of what the technology can and can't do. They are better at differentiating actual opportunities from the overblown fears around the adoption of AI. Awareness can inform choices and often help to reduce resistance to technological change. But unawareness often leads to uncertainty, misconceptions and anxiety about future job prospects.

The employee's attitude is also affected by how capable the AI is perceived to be. Workers are getting used to the increasing sophistication of AI technologies and their ability to do things that were once thought to require human expertise. These capabilities bring optimism about organizational efficiency and performance, but also anxieties about workforce redundancy. Research indicates that employees' perceptions of technology capabilities are related to the evaluations of the future relevance of their own skills and occupational roles.

Perception of things also depends on the level of exposure of employees to AI technologies. "People who work with AI systems on a daily basis have a more realistic understanding of what the technology is and isn't capable of. It can create more confidence and acceptance of technology by demonstrating how humans and AI can work together. But it can also feed fears of automation when workers see technology taking over jobs previously done by humans. Therefore, the effect of exposure depends heavily on the implementation strategies of the organization and the experiences of the employees.

The tension between perceived benefit of AI and perceived threat of job displacement is widely discussed in the literature. Staff can see the efficiencies, accuracy and innovation that AI can bring but also have fears over job security. The perceptions of the technological transformation by employees are not mutually exclusive, but rather positive and threatening. This duality reflects the complexity of employee reactions and the need for organizations to manage opportunities and concerns simultaneously.

The review also highlights the growing significance of reskilling readiness in today's workplaces. There is a strong correlation between workforce flexibility and the ability to acquire new skills. That's because AI is changing the skills that jobs require. Employees with a high level of learning orientation and a greater propensity for skill development are more confident about their future employability. Thus, the willingness to reskill appears to be an important channel to counter the potential negative effects of technology disruption for employees.

The variables examined are believed to be of central importance to the emerging literature on job insecurity. The literature has well documented job insecurity as a major psychological consequence of employees' AI perceptions. Technological dislocation, changing skill needs and future employability considerations often create uncertainty about the sustainability of jobs. Job insecurity has implications for a number of organizational outcomes such as job satisfaction, organizational commitment, employee engagement and well-being at work.

Furthermore, literature shows that perceived organizational support is an important predictor of employees' experiences in technological change. Training opportunities, open communication, career development initiatives and emotional support are great ways to ease employee concerns and foster positive attitudes toward AI adoption. In conclusion,

perceived organizational support mitigates the negative impact of technological uncertainty and strengthens employee resilience.

6. Research Gaps

There is a growing literature on AI and employment but big gaps. Previous research provides important insights into technology adoption, workforce change and employment outcomes. However, limitations still exist in the literature regarding theoretical, empirical, contextual, geographical, sectoral and methodological aspects. Most of the existing studies are based on isolated frameworks such as, Technology Acceptance Model, UTAUT, Organizational Support Theory or Job Insecurity Theory with limited efforts to synthesize AI awareness, perceived AI capability, Perceived AI adoption exposure, Perceived benefits, Displacement concerns, Reskilling readiness, Organizational support, Job insecurity and Job security perception into a comprehensive model. The empirical patchiness of research. Few studies have examined the combined influence of multiple AI-related factors on employee outcomes, such as the mediating role of job insecurity and the moderating role of organizational support. The results are based on technologically advanced organizations and may not generalize to other organizations, industries or groups of workers. Geographically most of the studies are conducted in developed economies. There is little evidence from emerging economies especially India and local contexts such as Dakshina Kannada. Gaps exist in sectors like information technology, manufacturing and financial services, but also in education, healthcare, tourism, logistics, public administration and small and medium enterprises. Methodologically the literature is overwhelmingly cross-sectional and quantitative, and thus offers little insight into the change in perceptions over time. Longitudinal qualitative and mixed method studies appear to be relatively rare. Overall, the gaps identified call for further and wider contextual studies to better understand the perceptions of employees about Artificial Intelligence and its implications for job security in the contemporary workplaces.

Artificial intelligence is moving very fast, and there are many directions future research can go in workforce management and organizational behavior. Integrated theoretical frameworks are needed to explain the relationships of AI awareness, perceived AI ability, AI adoption exposure, perceived benefits, perceived threat of job displacement, reskilling readiness, job insecurity, perceived organizational support and job security perception in future studies. Longitudinal studies are needed to understand how perceptions and attitudes to AI change over time among employees. More focus to be given to emerging economies with mention of India specifically as AI adoption is growing fast in India across sectors. Further research can explore how organizational interventions such as training, reskilling, leadership communication, and employee support systems can reduce technology anxiety and improve workforce adaptability. Additional research in other industries, occupational groups, demographic groups, and organizational contexts will further our understanding of how employees react to AI adoption. Further research on the long-term impact of human-AI collaboration on employee well-being, career development, organizational commitment and sustainability of employment would also be of benefit to scholars and practitioners.

Artificial Intelligence is a disruptive technology that is changing the way organizations operate, the composition of the workforce and employment relationships across sectors. As organizations deploy AI-enabled systems to increase efficiency, productivity and decision making, employee perception has become a key factor in the successful implementation of technological transformation initiatives. This review aims to focus on the current literature on employees' perception of Artificial Intelligence and its implications for job security. The constructs used were awareness of AI, perceived capability of AI, exposure to AI adoption, perceived threat of job displacement, perceived benefits of AI, readiness to reskill, job insecurity and perceived organizational support and job security perception.

The review demonstrates both opportunities and challenges for how employees respond to AI. Employees are witnessing the advantages of AI in productivity, efficiency, innovation and quality of decision making – but technology adoption perspectives continue to be influenced by concerns over job displacement, changing skill needs and future employability. The findings show that the higher the employees awareness of AI, the more exposure to AI technologies, and the more willing to reskill, the higher the positive perceptions and adaptability to the technological change. In contrast, perceived job displacement and technological substitution are often associated with increased job insecurity and work anxiety.

The literature also suggests organizational support of workforce adaptability. Organizations that invest in employee training, reskilling programs, clear communication and career development opportunities are better able to reduce uncertainty and build employee confidence in future employment opportunities. Therefore, the perception of job security

is a consequence of the employment of AI and a complex interaction of technological, psychological and organizational factors.

The review ends with a call for organizations to adopt a human-centered approach to AI implementation. Technology transformation will be successful if it is focused on awareness building, continuous learning, employee concerns, commitment, and well being of workforce. As AI evolves, the balance between technological advancement and employee growth becomes crucial for the sustainable development of the organization and long-term job security.

7. Conclusions.

The studies analyzed show that the perception of job security is a function of technological developments and the interpretation of the development by the employees. Awareness, experience, perceived benefits, perceived threats, readiness to learn and organizational experiences contribute to employees' perceptions of AI. Thus it is not the adoption of technology per se that leads to perceptions of job security but rather a complex psychological and organizational process.

The synthesis therefore suggests that organizations need to move beyond the purely technological considerations and embrace a human-centric approach that stresses employee development, communication and support for the successful deployment of AI. This approach can help the workforce adapt and ensure technological innovation contributes to organizational performance and employee well-being.

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