T.C.
ISTANBUL AYDIN UNIVERSITY
INSTITUTE OF GRADUATE STUDIES

LINKING HR RECRUITERS' ARTIFICIAL INTELLIGENCE AWARENESS TO JOB PERFORMANCE: THE MEDIATING ROLE OF JOB INSECURITY

MASTER'S THESIS

Nura ISSA

Department of Business
Business Administration Program

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Thesis Advisor: Assist. Prof. Dr. Tolga TÜRKÖZ

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THESIS EXAM REPORT

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JURY

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APPROVAL

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(**) Acceptance decision will be written in writing.

DECLARATION

I respectfully certify that all the information in the Linking Hr Recruiters' Artificial Intelligence Awareness To Job Performance: The Mediating Role Of Job Insecurity which I submitted for my master's thesis was gathered and presented in accordance with ethical standards and academic guidelines. All assertions and material that do not belong to me are properly cited in this study, which was written in accordance with the thesis writing guidelines, and I have not falsified any of the data I used.

Nura ISSA

FOREWORD

I would like to sincerely appreciate and acknowledge the efforts of my thesis advisor Assist. Prof. Dr. Tolga TÜRKÖZ for helping and guiding me along this path with his patience and invaluable support, experience and knowledge.

February, 2025 Nura ISSA

LINKING HR RECRUITERS' ARTIFICIAL INTELLIGENCE AWARENESS TO JOB PERFORMANCE: THE MEDIATING ROLE OF JOB INSECURITY

ABSTRACT

The aim of this study is to assess Artificial Intelligence (AI) awareness among Human Resources (HR) Recruiters in the Middle East and its effects on their job performance and job insecurity and to investigate whether job insecurity mediates this relationship. The research performed correlation and regression tests on the gathered data of 344 HR Recruiter to evaluate direct and mediating connections between variables. The analyses in the study were made with the SPSS 21 program. According to the study results, job performance was negatively associated with AI awareness and positively associated with job insecurity; AI awareness positively effected job insecurity and job insecurity also appeared to partially mediate the relationship between AI awareness and job performance. This research delivers important insights and contribute to the research field that examines the impact of AI awareness on HR Recruiters' job insecurity and job performance.

Keywords: Artificial Intelligence (AI), AI Awareness, Job Performance, Job Insecurity, Human Resources (HR), Recruitment.

İNSAN KAYNAKLARI İŞE ALIM UZMANLARININ YAPAY ZEKA FARKINDALIĞI ILE İŞ PERFORMANSI ARASINDAKI İLIŞKIDE İŞ GÜVENSIZLIĞININ ARACILIK ROLÜ

ÖZET

Bu çalışmanın amacı, Orta Doğu'daki İnsan Kaynakları (İK) İşe Alma Uzmanlarının Yapay Zeka (YZ) farkındalıklarının iş performansları ile iş güvencesizliği algıları üzerindeki etkilerini değerlendirmek ve iş güvencesizliğinin bu ilişkiye aracılık edip etmediğini araştırmaktır. Araştırma, değişkenler arasındaki doğrudan ve aracılık eden bağlantıları değerlendirmek için 344 İK İşe Alma Uzmanından toplanan veriler üzerinde korelasyon ve regresyon testleri gerçekleştirdi. Çalışmadaki analizler SPSS 21 programı ile yapıldı. Çalışma sonuçlarına göre, iş performansı YZ farkındalığı ile negatif, iş güvencesizliği ile pozitif ilişkiliydi; YZ farkındalığı iş güvencesizliğini pozitif yönde etkiledi ve iş güvencesinin de YZ farkındalığı ile iş performansı arasındaki ilişkiye kısmen aracılık ettiği ortaya çıktı. Bu araştırma, YZ farkındalığının İK İşe Alma Uzmanlarının iş güvencesizliği ve iş performansı üzerindeki etkisini inceleyen araştırma alanına önemli içgörüler sunmakta ve katkıda bulunmaktadır.

Anahtar Kelimeler: Yapay Zeka (AI), AI Farkındalığı, İş Performansı, İş Güvencesizliği, İnsan Kaynakları (İK), İşe Alım.

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AI : Artificial Intelligence

HCT : Human Capital Theory

HR : Human Resources

KPIs : Key Performance Indicators

OECD: Organisation for Economic Co-operation and Development

SPSS : Statistical Package for Social Sciences

TAM : Technology Acceptance Model

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I. INTRODUCTION

One of the most transformative aspects of AI within the field of HR is the talent acquisition management and recruitment (Sasi, 2024). Recruitment is the process of identifying, attracting, and selecting suitable candidates to fill job vacancies within an organization whether to replace or for new roles, the recruitment is not a simple process as it involves a series of practices in order to hire the suitable individuals who align with an organization's needs, goals and visions, Breaugh and Starke (2000) defined recruitment as "those practices and activities carried out by the organization with the primary purpose of identifying and attracting potential employees." correct recruitment practices enhance the workforce quality, work culture, leading to improved organizational performance (Devi and Banu, 2014).

Conventional hiring practices, for instance, are lengthy and have tendency of incorporating biases (Cowgill et al., 2020). Certain aspects of the process can be simplified or even automated with the help of AI-driven tools, including resume screening and filtering, matching job descriptions to the candidates' profiles, and possibility of using automated chatbots for conducting the interviews. Such systems are intended to find the most suitable candidate, using factors like past experience, needed skills, investigate even social media profiles in order to help the HR departments to make less bias and make more rational decisions. Previous research has indicated that the use of AI-based tools in the recruitment process can reduce time-to-fill and help to improve the quality of recruitments resulting in enhanced organizational performance (Upadhyay and Khandelwal, 2018). AI also contributes to makes it to detect any signs of disinterest or even early signs of resignation, which helps HR to put a plan to retain skilled employees by offering better circumstances or recruit their replacements as a contingency plan (Cheng, 2020).

The main variables that are included in this study are, First, AI Awareness, which defined as the level of understanding of HR practitioners and recruiters about the opportunities, uses and potential drawbacks of AI solutions at workplace (Rathore, 2023). It is also an independent variable that has a great impact on the way

AI is adopted as well as implemented in the HR functions (Yang et al., 2024). Research by Nawaz et al. (2024) indicated that increasing awareness regarding AI is one of the measures that can inform the success of the use of AI in the practices of the HR department. Second, to Job performance, it is defined by Hermina and Yosepha (2019) as a level of performance and productivity in which employees work to achieve set organizational goals which makes it an essential aim for many organizations, Third, job insecurity is defined as "the inability to maintain desired continuity in a threatened job situation" (Greenhalgh and Rosenblatt, 1984, p. 438).

A. Significance of the Research

The aim of this research is to discover the relationship between AI awareness, job performance and job insecurity, and whether AI awareness negatively affect the HR recruiters' job performance, if job insecurity positively affect job performance, if AI awareness is positively affecting job insecurity, and lastly whether job insecurity acts as a mediating factor in this relationship. Considering the benefits of AI, this research will shed more light on other aspects on more than that, such as job performance and job insecurity corners among HR recruiter. Knowing that there is job insecurity which effects job performance can help identify the problem and find the proper solutions and best practices to ensure smooth AI automation and ethical implementation that helps organization to perform without ignoring the human aspects of this implementation. In order to accomplish that, a quantitative research method was applied; surveys were sent to HR recruiters from different sized of companies across several Middle Eastern countires. This study will contribute to the broader conversation on the future of HR recruiters by shedding light on the delicate balance between technological efficiency and human expertise in recruitment.

B. Questions of the Research

This study addresses three research questions:

- Does AI awareness have a negative impact on job performance?
- Does AI awareness have a positive impact on job insecurity?
- Does Job insecurity positively affect job performance?

- Does Job insecurity mediate the relationship between AI awareness and job performance?

II. THEORITICAL FRAMEWORK

A. AI in HR

1. AI Technologies in HR

The main idea and base foundation for the computerized HR is having the advanced systems that are able to mimic human logical thinking and mental processing, that includes AI research, machine learning, natural language processing which can allow computers to understand human languages and automate communication with human, whether written or spoken, such as, Chatbots and virtual assistant systems that can provide instant assistance for employees (Jatoba et al., 2019) In addition to that, the data processing by the machine learning algorithms which can produce performance improvements and create tailored employee training modules and predict results by using old algorithm data (Davenport et al., 2020). However, it's worth mentioning that Robotic technology achieves success in automated data processing and handling repetitive tasks like data entry, payroll and CV screening which saves time and effort, but the human element remains important (Huang and Rust, 2018).

2. Theoretical Frameworks for AI Adoption in HR

The Technology Acceptance Model (TAM) explains how professionals integrate technology through the combination of assessment regarding usefulness and user-friendliness (Davis, 1989) with the adoption of AI in HR. The validation of AI-driven employee development through Human Capital Theory (HCT) occurs because it enhances talent acquisition and training and retention (Becker, 1964). The frameworks operate as essential methodological structures to evaluate the growing impact of AI on human resource operations. AI recruitment systems develop discriminatory patterns since they obtain biases from previous recruitment details that persist in current hiring guidelines (Binns, 2018). The organization must address both employee privacy of data and ethical AI usage and algorithmic bias as essential business matters (Tambe et al., 2019).

3. Applications of AI in HR

AI in HR creates diverse applications that extend from recruitment extending through performance management to employee engagement, among many more. Applicant tracking systems (ATS) stand as a great example of AI application in recruitment due to their functionality. The system has advanced match potential candidates' skills with job descriptions and high completion rate quickly (Cascio and Montealegre, 2016). Through this ability, ATS systems enhance recruitment efficiency while delivering better candidate quality through data analytics applications. AI Tools are able to provide a personalized learning and development programs for the employee, as they identify any gaps in the required skills and tailor a plan to elevate necessary skills based on the employee's career path (Tambe et al., 2019). The shift towards data processing by HR represents a widespread organizational pattern which uses AI technology for enhancing both HR strategic choices and organizational decision-making (Dulebohn and Johnson, 2013).

Modern HR applications of AI feature automation and data analytics which is having a great role in transforming the traditional HR management functions we know (Jatoba et al., 2019). The recruitment process stands out as one of the most successful implementations of this approach (Davenport et al., 2020). HireVue functions as a system powered by AI which evaluates video interview recordings by measuring verbal and nonverbal indicators to determine compatibility with roles and predict the job performance. This modern recruitment method as being stated reduces hiring timelines and aims to deliver unbiased candidate evaluations compared to traditional hiring practices (HireVue, 2025).

4. Case Studies: AI-Driven Recruitment at Unilever and L'Oreal

Through AI Unilever optimized its recruitment approach to handle the massive number of annual job applications which surpass 1.8 million (Marr, 2018). Job candidates start their recruitment process by playing online testing games that evaluate logical thinking capacities as well as risk management skills and aptitude abilities. Through its partnership with Pymetrics the developed online games identify candidates based on employee success profile data that meets cultural standards and role prerequisites (Marr, 2018). The initiative led Unilever to achieve outstanding outcomes. This improvement reduced hiring periods from four months to a four week

timeline which generated estimated savings over £1 million every year combined with 50,000 hours of decreased interview time (Best Practice AI, 2023). Machine learning within the recruiting process allowed the company to raise its candidate diversity rate by 16% because the AI system prevented unconscious biases that surfaced within traditional recruitment procedures (Best Practice AI, 2023). Numbers are illustrated in Figure 1, that demonstrate how AI tools provide not only operational efficiency and affordable recruiting but also foster diverse talent pool. (Tambe et al., 2019).

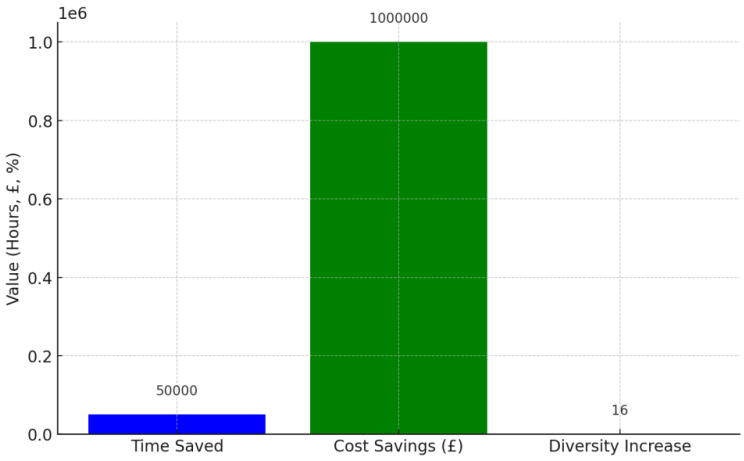

Figure 1 : Impact of AI on Unilever's Recruitment Process, Adapted from Marr (2018)

Another case study is the known health and beauty company, L'Oréal, which started applying AI Tools in recruitment process to handle approximately 1 million applications annually for around 15,000 vacancies (O'Brien, 2019). The Mya chatbot together with Seedlink software allows the company to achieve higher operational efficiency. L'Oréal recruiters reduced their labor hours by 200 hours when they handled 12,000 job applications to select 80 interns (Marr, 2019). AI integration in recruitment has produced a positive experience with 92% of the candidates who received rejection letters (Digitizing Polaris, 2023). The numbers show how the implementation of AI technology in recruitment drives effective processing of large hiring volumes and delivers superior operational outcomes.

AI delivers practical value in the industry through its predictive analytics systems as it helps to predict which employee might be leaving by analyzing past data and trends, this helps companies to take action to invest in their best talent. As well as AI systems use analytical tools to detect employee performance and

motivation levels as well as market turnover numbers which trigger preventative action for potential employee departures (Jain and Singh, 2021). So, it's very natural to assume its contributions in reducing retention or turnover rate.

AI-based chatbots have found their place in different HR operations. Mya Systems created a tool powered by Natural Language Processing (NLP) to manage both employee questions and leave requests through their system (Huang et al., 2022). These chatbots provide real-time support which both eliminates workload from HR staff and enables teams to handle strategic projects (Mya Systems, 2025). The implementation of AI enhances HR technology systems by making them more precise and also reduces processing durations. When empowered by AI technology chatbots can examine staff inquiries before generating individualized responses while transferring difficult problems to human HR support when required (Huang et al., 2022). Operational efficiency grows while workplace engagement remains high via the integrated system capabilities which provide accurate and relevant information to employees (Mya Systems, 2025). AI progress in HR shows that future systems will develop sophisticated capabilities including AI developers are able to generate superior HR systems that unite multiple tools into a unified easy-to-use platform which optimizes efficiency and employee-specific requirements (Bersin, 2023). Organizations need to monitor technological progress because the expanding use of AI for personnel management strategy advancement (Dastin, 2018).

Its important to highlight that AI applications within recruitment is facing two main ethical problems: privacy concerns and bias throughout the operation. Implementing AI surveillance on employee activities leads to important privacy concerns regarding employee data control. AI systems manage to make hiring and performance evaluation procedures more unfair if inadequate controls are applied and when they simply replicate the inputs they receive. Organizations need to implement transparent frameworks with ethical guidelines because their correct implementation ensures both appropriate AI usage and employee right protection (Binns, 2018).

B. AI Awareness (AI)

1. Definition and Importance of AI Awareness

AI Awareness is the the level of understanding that someone possesses regarding AI technologies including their functional abilities and social effects comprises, with understanding both automated system operations and evaluative abilities regarding their use across multiple settings including workplace (Li et al., 2023). Organizational AI awareness enables employees to read and predict AI system outputs thereby enhancing their capability to effectively interact with the AI technology (Zhang and Huang, 2022). Modern digital literacy framework recognizes AI awareness as an important element as it enables people to understand and use AI applications as they nowaddays they appear in their everyday experiences, hence, People must directly make informed choices about technological impacts which also requires ethical evaluation (Kumar et al., 2024).

The main predictors of AI awareness are as follows: literacy, organizational support and personal interest in the technology. Some studies found that HR The main findings of the studies include: People who, particularly academia and data science curriculum backgrounds, might be familiar with AI's potential more than people with others (Alavi and Leidner, 2021). Another factor is the training programs and other available resources, which is also a significant factor for improving awareness on AI at the organizational level (Sang and Geng, 2021). The implication of AI awareness is enormous; awareness of AI will enhance the proficiency of their operations while lack of it makes them not to effectively harness the available tools which they could leverage to deliver more efficiencies (Miller and Stover, 2020a).

2. AI Awareness in HR: Benefits and Challenges

Organizational success in implementing and using AI technologies depends strongly on the AI Awareness possessed by their HR professionals. AI technology demand in HR practice underscores the need for HR professionals to obtain knowledge about this field. Keeping an awareness about these tools requires a clear comprehension of their respective capabilities and limitations for effectively controlling both ethical issues and risks of bias (Chien, 2021b). The lack of proper supervision allows the AI-driven recruitment and performance appraisal systems to preserve biased behavior (Binns, 2018). Knowledge of business bias enables HR

professionals to detect and counteract different forms of bias thereby maintaining unbiased AI technology usage (Binns, 2018).

3. Factors Influencing and Enhancing AI Awareness Among HR Professionals

Insufficient understanding of company resources leads to deficient tool execution, thus damaging organizational execution while simultaneously lowering worker motivation (Miller and Stover, 2020b). AI implementation will be interrupted when HR professionals fail to grasp AI toold capabilities to help them, which results in wasted opportunities for technological optimization and reduced data analysis potential within the orgnizations (Miller and Stover, 2020b). A shortage of AI expertise prevents HR professionals from effectively demonstrating workplace AI impacts to workers while also addressing their occupational concerns so they can approach AI integration with acceptance (Chien, 2021a; Arora and Arora, 2022). The deployment of AI requires more than technical abilities since companies must establish effective connections between humans and their installed AI systems (Binns, 2018).

The assessment of stakeholder and medical staff AI understanding provides dual benefits to build effective educational programs alongside AI implementation by professionals (Smith and Brown, 2023), AI awareness demonstrates its relevance to the field's definition because dedicated experts such as healthcare professionals need full understanding of AI systems (Chien, 2021b). Modest awareness helps professionals both reach and overcome difficulties with modern technology while adapting their work processes and intervening on ethical problems (Binns, 2018). University-level assessment of AI awareness lets institutions discover areas with insufficient knowledge so they can establish specialty-oriented training which improves expertise about AI system applications in specific academic domains (Smith and Brown 2023).

Several factors can be cited as affecting the awareness of AI among the HR professionals, these include; the level of education, the support offered by the organization, and the personal interest of the professional in technology (Basnet, 2024), HR professionals who have more education and training in the area of AI, understand the technologies in a better way. For instance, the HR practitioners with Master’s degree or even the certification on data science or other AI-related domains

are indeed in the right position to manage and implement these technologies most effectively (Alavi and Leidner, 2021). Organizations led by HR professionals who show both technology interests and learning dedication tend to have greater AI knowledge abilities in HR applications (Bennett and McGuire, 2022).

The adoption of AI technology in HR departments encounters obstacles because HR professionals demonstrate limited understanding of strategic planning and an insufficient grasp of technical characteristics. Organizations struggle to reach their AI objectives because they fail to establish proper strategic visions and do not possess the required technical expertise. Studies indicate that both custom-made training programs and AI certification courses should be provided to HR professionals to bridge their knowledge deficiencies (Reis et al., 2022).

A lot of emphasis has been made on the role of organizational support in creating AI awareness. By means of training programs and supporting tools for AI learning, organizations help their HR staff to become more skilled. Training can be as simple as programmed classes and seminars to providing education materials and registration to online classes and industry events (Sang and Geng, 2021). This way, support helps the HR professionals to be informed on the current trends in AI and hence, put the new tools into practice easily.

4. AI Awareness in HR Functions and Recruitment

HR managers need complete fundamental knowledge about AI capabilities with limitations to pinpoint ethical issues in recruitment and performance appraisals and execute technology integration successfully (Binns, 2018). AI technologies help companies discover workforce skill deficiencies that lead them to develop specific solutions. The combination of AI-driven skills inference with workforce analytics allows organizations to connect business objectives with training needs because this approach makes HR teams central to workforce development (Tambe et al., 2019). AI implementation requires organizations to build structured programming with comprehensive training to generate predicted outcomes according to (Johnson et al. ,2021). However, these efforts alone are not enough to fully integrate AI into HR practices.

Employee AI awareness represents their understanding of AI technologies along with their applications and their limitations and how these systems enhance

day to day work tasks. Staff members who possess advanced knowledge about AI achieve superior results when applying these systems to improve job output and systemize procedures while maximizing operational effectiveness (Rani and Joshi, 2021). The implementation of AI technology enables staff to spend their valuable time on value-driven strategy and creative problem-solving because data entry and analysis operate automatically (Chien, 2021b). Productivity together with work quality improves through the implementation of this system (Bennett and McGuire, 2022). When employees understand AI technology well they can create data-based decisions that automatically decrease errors and boost performance outcomes (Huang and Rust, 2018). Employee performance suffers from limited AI capability due to improper training and lack of awareness thus emphasizing the need for continuous education on AI applications (Arora and Arora, 2022).

AI importance among the human resource recruiters is highly emphasized in our digital world (Meshram, 2023). The expanding use of AI technologies in HR areas requires recruiters to understand AI system operations and how it can help them with recruitment. These technologies are bing used more by HR professionals in environments where enhanced AI perception exists to improve recruitment methods that include candidate experiences and employee selection processes. Recruiters who understand these systems and can address their technical challenges are able to obtain better staffing accuracy and efficiency (Jatoba et al., 2019).

The criticality of AI awareness for HR recruiters stems mainly from the potential bias that algorithms introduce to recruiting procedures (Binns, 2018). According to Raghavan and colleagues (2020) AI systems possess the ability to reduce hiring biases yet present new risks when their implementation or design lacks proper management (Raghavan et al., 2020). AI algorithms run as "black-box" systems which makes desicions in a way that we do not fully understand, beacuse of that, it might accidently keep or worsen current biases instead of enhancing them (O'Neil, 2016). AI hiring platforms maintain gender and racial discrimination while aiming for diverse hiring even though organizations set diverse hiring goals because they operate with biased historical data (Bolukbasi et al., 2016; Obermeyer et al., 2019). Data privacy risks emerge because AI systems handle and store extensive candidate data which raises important questions about consent protection and information security (Tambe et al., 2019). The development of AI awareness by HR

professionals becomes essential to detect these risks so they can work with developers to establish fair recruitment practices (Raghavan et al., 2020). The optimization of AI benefits with the reduction of unintended consequences depends on consistent monitoring and regular compliance in combination with bias mitigation strategies (Binns, 2018; Raghavan et al., 2020).

Nevertheless, AI consciousness serves as a tool which improves how HR recruiters handle candidate experience management. Recruiters are increasingly adopting AI applied technologies for hiring due to the fact that 67% of recruiters have discovered AI tools like chatbots and automated screening help streamline their recruitment process (Jobvite, 2020). The tools boost candidate engagement productivity through automated initial engagement removal and manual process reduction by 30% along with a 25% boost in candidate assessment precision (Bersin, 2019). AI technology continues to move deeper into recruitment practices since 79% of recruiters foresee its essential role in future hiring processes (Lobosco, 2020). These resources speed up communication but they diminish personal touch when their application is unmanaged. HR recruiters who understand AI operation can use it strategically to strike a balance which allows AI applications while maintaining human interaction with candidates. The feedback provided by recruiters enables developers to create better tools which match the requirements of recruiters and candidates (Langer, 2021). From the previuos input on the applications of AI, We can understand that there is a need to have awareness of AI in order to stay relevant in the current advancing job market. As AI continues to transform the HR, HR professionals must equip themselves with the necessary knowledge and skills needed to utilize these technologies.

C. Job Performance

1. Definition and Importance

Job performance refers to the effectiveness of an employee in performing their job duties to achieve the company's desired goals. This includes both the behaviors exhibited while spending the working hours and the quality and quantity of the employee is delivering (Kuvaas, 2020). In another definition by Motowidlo (2003) consists of work activities which employees display to achieve organizational success while on the job, The term includes both work conduct present at the

workspace and the employee's capacity to match organizational performance targets. This is often measured using the famous term we might all introduced to in our careers, the Key Performance Indicators (KPIs) that ensure alignment with the organization's goals (Kaplan and Norton, 1996).

Without question, organizations and industries aim to get the best out of their human capital, using performance as a key driver to boost productivity making it a vital variable for many studies. By fully utilizing human resources, they can achieve greater profitability, both financially and operationally. Since AI Awareness is currently under the spotlights, it is being examined for its real impact on improving employee job performance which we will cover more in details throughout this study.

High job performance is an essential requirement for businesses survival because it leads to increased market productivity and profitability as well as superior market position (Kuvaas, 2020). Business success depends heavily on high-performing employees who their good performance reflect in turn to the organization performance, hence, help them adapt to market changes and maintain or improve their industry position (Campbell, 1990). Locke and Latham (2002) demonstrated that employee performance improves when there are well defined and meaningful goals, which leads to greater alignment with the organizational objectives and consequently. Furthermore, its proven that that performance feedback, especially the positive and constructive feedback, contributes to increase the employees' job performance through fostering their motivation and engagement (Kuvaas, 2020; Armstrong, 2014). In summary, employees job performance outcomes are essential to the organization's effectiveness.

2. Factors Influencing Job Performance

Indicators of job performance are crucial to assess employees' effectiveness and to understand how AI impacts performance management practices.The traditional method of performance evaluation was heavily depending on managers subjective judgments yet due to human errors, this approach produces inconsistent and biased results, to solve the challenges of those methods, organizations now rely on the KPIs, these are measurable and provide a more reliable way to evaluate performance :such as productivity, quality of work, and employee engagement.

Productivity measures the efficiency with which employees' complete tasks relative to the resources used. Furthermore, employee engagement reflects the level of enthusiasm and the commitment those employees bring to accomplish their duties; thus, it serves as an essential factor in the evaluation of the overall job performance evaluations and help in setting the benchmarks for integrating AI into performance management systems (Morgeson and Campion, 2019).

The integration of AI introduces more accurate and objective measures for the job performance. Such as real-time KPI tracking tools which establishes a performance management system based on continuous data-driven methods (Morgeson and Campion, 2019). AI systems create comprehensive performance reports through their analysis of employee work outputs and feedback together with behavioral pattern data. AI tools can evaluate quality measures by assessing error rates and compliance with standards, while productivity indicators can be tracked through task completion rates (Kuvaas, 2020). Hence, with its optimization of KPIs AI systems provide performance management tools that unlock both predictive and data-centric performance analysis. Moreover, AI enhances performance management by offering predictive analytics to forecast future performance. The data provides HR professionals with the ability to foresee upcoming job performance challenges so they can develop specific corrective measures and avoid the challenges as much as possible (Kuvaas, 2020). By reducing reliance on subjective assessments, AI ensures a more objective and effective approach to managing employee performance.

Existing research by Baskaran et al.(2020) stated that job performance is influenced by various factors, including the employee competencies, motivation, the extend of support organizations offer, and the amount of access to advanced technology tools, It also highlight that psychological and social factor, such as job satisfaction and engagement, are crucial in determining performance outcomes (Baskaran et al., 2020). In addition, companies are more aware that technology, in particular, the use of AI, affect the job performance (Raisch and Krakowski, 2021). The core elements of job performance are employee motivation, job security, training and familiarity with latest technologies. On the contrary, inefficient performance often leads to the organization facing issues such as high attrition rate and low profitability (Morgeson and Campion, 2019). Core elements of job performance include employee motivation, job security, training, and familiarity with emerging

technologies. Inefficient performance, on the other hand, often results in organizational challenges such as higher attrition rates and reduced profitability (Morgeson and Campion, 2019).

The well-known Maslow's Hierarchy of Needs illuminates goal-setting theory's strength by showing how goals serve as human motivational factors. Specific goal achievement satisfies higher-level needs that people call self-actualization when they pursue their maximum potential at work (Maslow, 1943). The combination of practical goal-setting approaches with psychological needs demonstrates why organizations should customize their goals to match employee aspirations to generate fulfillment. Understanding what drives employees to perform at their best has been the focus of extensive research due to its integral part. Maslow's (1943) famous hierarchy of needs is shown in Figure 2, Moreover, in this context, Locke and Latham (2002) also argue about the power of specific and challenging goals which serve as a powerful motivator for employees by performing better when they are given clear objectives that are achievable and meaningful (Locke and Latham, 2002). And, the researchers demonstrated the need for continuous feedback delivery during this process because it helps maintain employee motivation and target achievement, The goal setting process with its practical nature remains one of the most commonly used approaches to boost workplace performance according to Locke and Latham (2002).

Figure 2 : Maslow's Hierarchy of Needs, Adapted from Maslow (1943)

Job performance relies heavily on psychological factors which surpass goal-setting and technological implementation. Through his study Grant (2007) demonstrated that employee motivation depends heavily on their awareness of the effects their work creates for others, staff members who understand how their work supports both organizational goals and societal needs become more dedicated and effective at their jobs. Relational job design according to Grant emphasizes role structure as an essential factor to boost employee job performance because it enhances role meaningfulness. The human aspect of meaningful work becomes central to organizational performance discussions according to this perspective because it equals efficiency and productivity in importance (Grant, 2007).

3. AI and Job Performance

Another essential that is related to the present digital era, AI awareness acts as a fundamental element to boost job performance through optimized technological utilization across multiple responsibilities. Automation of repetitive processes, such as data analysis, allows employees to focus on higher-value responsibilities, thus improving their productivity (Rani and Joshi, 2021). For instance, Through AI algorithms organizations can analyze massive datasets in minutes which otherwise requires employees way more time to accomplish. By empowering workers to make informed, data-driven decisions, AI fosters a more proactive work environment (Chien, 2021b). In another words, by offloading those repetitive yet time consuming tasks, employees can work smarter, achieve more in less time, and contribute more effectively to organizational goals. Adding, increasing AI awareness among HR professionals further improves organizational knowledge management systems which includes but not limited to keeping track of employee skills, storing data about job applicants and automating routine HR tasks like sorting CVs by facilitating smoother integration of AI tools into workflows (Alavi and Leidner, 2021).

The effective use AI tools is applying transformational changes in job roles and aligns with the rapid evolution yet necessary in the modern workplaces, through Robotic Process Automation workers perform administrative and repetitive tasks which frees up the employees' time and efforts for more complex strategic work that requires human analytical intelligence and creativity (Brynjolfsson and McAfee, 2017). The transition leads to improved operational productivity together with

employee satisfaction by eliminating routine work (Brynjolfsson and McAfee, 2017). AI provides meaningful analysis of extensive data collections that strengthens organizational decision-making capabilities, this predictive analytics reveals patterns and trends to employees who use these insights to create strategic organizational strategies hence, success emerges from better decisions made possible by data-driven workplaces that benefit both organizations and their employees (Davenport et al., 2020).

The identification of AI awareness as a fundamental performance driver reveals multiple dimensions of its effects. AI tools enable improved efficiency through task automation and enhanced outcomes according to research by Rani and Joshi (2021) and Chien (2021b). Job performance shows a complex relationship with technology awareness because insufficient awareness or tool resistance can decrease productivity (Atrian and Ghobbeh, 2023; Di Dalmazi et al., 2022). The complexity of this topic leads into the following section about AI awareness and its impact on job performance.

The role of automation and AI has further reshaped the concept of job performance. Brynjolfsson and McAfee (2014) have studies on how technological progress has delivered substantial workplace efficiency improvements, Through automation AI directs employee focus toward advanced and creative work which produces enhanced innovation and productivity, Their research also shows how technology provides advantages yet generates two primary challenges through role elimination and continuous employee training need. Business organizations worldwide focus on achieving balance between technological advantages and human work elements because they shift their operational models (Brynjolfsson and McAfee, 2014).

4. Managing AI-Driven Job Performance

The implementation of AI systems creates multiple obstacles for organizations. Continuous upskilling represents a major concern because technology continues to develop at an accelerating pace. The advancement of AI tools requires employees to develop new competencies to maintain their position in the job market according to Bessen (2019). The automation of specific job tasks creates employment displacement concerns which require organizations to develop effective

transition management systems (Bessen, 2019). Organizations need to establish training and development programs which enable employees to master AI tools and adjust their skills to meet evolving work requirements.

Di Dalmazi et al. (2022) build on this with their study of remote working context. The authors determined that with the use of AI, workers are subjected to the high expectation that they are always 'on'. In the absence of necessary supervision and encouragement, this can result in meetings become unproductive, a person getting fatigued, and therefore, losing steam. Their study also reveals that if organizations do not offer proper training or reasonable degrees of working, then the adverse impact increases (Di Dalmazi et al., 2022).

Burnout is another major issue linked to AI Awareness. Saleem et al. (2021) revealed that working throughout the COVID-19 crisis caused a lot of stress in workers because they had to adapt fast to AI. This burnout caused by stress and the starting feeling that one has to learn how to do his job again yielded less motivation, poor performance and increased levels of mistakes. What raises the eye, however, is that most organizations do not pay attention to the fact that they need to work on the emotional side of implementing AI since they inquire little or no training and no mental health support. In their recent work, Saleem et al. (2021) acknowledge that addressing perceived stresses such as better professional training and mental health ought to help alleviate stress and defend employee job performance. A similar study was also discussing and emphasizing that burnout in AI adaptive work environments stems from the fast technological change where employees face ongoing pressure to adapt. And this as well supports the positive link between AI awareness and burnout (Kong et al., 2021).

A similar pattern was established in another meta-analysis carried out by Yuan et al. (2023). With data being gathered from more than 25,500 workers. They discovered that technostress affects work outcomes in various ways some of which include type of job, amount of support given to the employees, and last but not the least cultural differences. Professionals in computer generated jobs reported higher levels of stress and intention to take time off than manual labour workers. The fact was also demonstrated by the fact that employees who were not trained enough or failed to be supported delivered lower results. This supports the argument that the impact of awareness on AI's detrimental results on personnel depends on the

pressure at the workplace and available resources (Yuan et al., 2023). Therefore, neglecting to train employees properly in the use of AI tools can lead to technostress, impairing their ability to focus and deliver results (Atrian and Ghobbeh, 2023). Employees may also resist adopting AI due to concerns about job security, which negatively affects productivity (Di Dalmazi et al., 2022). As illustrated in Figure 3, various dimensions of technostress, such as techno-overload, techno-insecurity, and techno-complexity, contribute to both job performance and strain (Yuan et al., 2023).

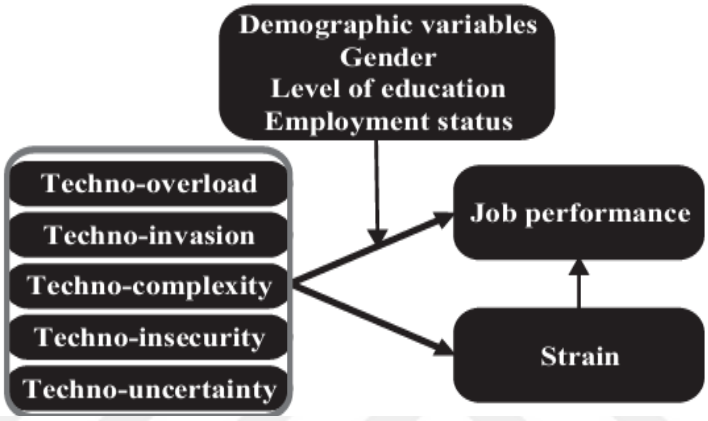

Figure 3 : Technostress affects (Yuan et al., 2023)

The OECD (2023) paper on the role of AI in the workplace also describes both the benefits and drawbacks of AI. Admittedly, AI can enhance efficiency, but the workload increases and stress and anxiety levels grow if employees are not given enough support. Employes in AI intensive jobs experience job insecurity, are faced with increased task complexity and perceive themselves as required to continuously update their knowledge and skills, all of which negatively impact motivation and productivity. These results support the notion that AI literacy is detrimental when firms fail to effectively train their staff (OECD, 2023).

Although this work refutes the concept that awareness of AI is always positive, it also provides insights into how this problem can be mitigated. Supplements to this study indicate that organizations have to reconsider how they approach AI; employees must feel prepared to face these changes. Atrian and Ghobbeh (2023) laid down that structured training programmes, both directive and non-directive communication and access to psychological help, go a long way in the overall amelioration. Following the results of the analysis of the literature, in the OECD also points to the need to use AI to support.

D. Job Insecurity

1. Definition and Concept of Job Insecurity

Job insecurity has become an important issue in modern workplaces due to the rapid economic changes, quick technological advancements, and constant organizational restructuring. It is commonly understood as a worker's perception of instability in their employment status.

Job insecurity receives extensive examination from both organizational psychologists and HR Managers through the study of worker perceptions about unstable employment (Greenhalgh and Rosenblatt, 1984). Research defines job insecurity as "perceived powerlessness to maintain desired continuity in a threatened job situation" (Greenhalgh and Rosenblatt, 1984, p. 438). The concept goes past actual job termination because it encompasses both emotional turmoil and work-related uncertainty that employees feel about their occupational future. Workers often experience job insecurity even when termination plans are not imminent especially when their organization undergoes restructuring alongside quick technological progress. Job insecurities together with their associated worry trigger psychological responses that result in anxiety and distress and decrease job satisfaction (Sverke et al., 2002). The psychological nature of job insecurity operates as a stressor because people base their sense of insecurity on how they perceive their employment future rather than actual work conditions (De Witte, 2005).

Workplace instability research under Job Insecurity Theory investigates mental and behavioral changes in the unstable work environments. Job insecurity functions as a mental trigger that generates negative emotions and defensive workplace behaviors resulting in diminished work commitment together with engagement and altered attitudes (Sverke et al., 2002). Job insecurity creates stress in employees which normaly produces lower engagement and weaker organizational commitment and ultimately reduces productivity and job performance (Sverke et al., 2002). The theory also identifies two key dimensions of job insecurity: Job insecurity arises from two distinct dimensions: job continuity fears (job loss risk) and job quality fears (work condition deterioration) (Vander Elst et al., 2014). Organizations gain the ability to create specialized interventions through their understanding of these mechanisms which reduce job insecurity for their workforce, job stability

requires organizations to provide a transparent communication with career pathways and mental health services (De Witte, 2005).

The introduction of AI into modern workplaces increases traditional employment worries thus deepening job insecurity for workers. Fast AI technology adoption has generated noticed fear about displacing human work which creates major mental health challenges and performance difficulties (De Witte, 2020). Employee concerns about technology advancement lead to worry that their jobs will become obsolete which produces increased workplace tension and diminished work motivation (Hellgren and Sverke, 2003). The sense of job insecurity affected by AI automation threats causes workers to disengage from their tasks that creates negative effects on workplace participation and production levels (Stiglbauer et al., 2012). Organizations need to show AI serves as a workforce development tool instead of an automation tool for job termination. Organizations that implement employee training programs for reskilling and upskilling see reduced levels of job insecurity toward AI technology because their workers gain the needed skills to adapt to technology changes, continued learning efforts via orgnization supported development enable employees to address job insecurity fears thus they can sustain their commitment to evolving digital settings (Huang et al., 2022).

2. Job Insecurity – Mediator

Job insecurity functions as a mediator variable which describes employees' subjective worry about job termination or job quality degradation (De Angelis et al., 2021). Job insecurity has grown in importance for AI integration because employees worry that AI systems will either take over their positions or reduce their work responsibilities.

Job insecurity creates negative outcomes in employee attitudes and behaviors which result in decreased job satisfaction and reduced organizational commitment and lower overall performance (Sverke, Hellgren, and Naswall, 2002). The implementation of AI at work sites increases job insecurity because workers view these systems as potential threats to their position security according to De Witte (2020). Workers exposed to job insecurity tend to develop new skills and technological competencies which helps decrease the adverse consequences of their situation (Stiglbauer et al., 2012).

3. What Has Been Studied About Job Insecurity

Many employees view AI as a helpful productivity tool that simplifies their work but numerous others interpret it as an ominous threat to their professional stability leading to substantial workload stress (Hellgren and Sverke, 2003). People form dual perceptions of AI after experiencing it through their workplace culture together with organizational explanations of its operations. The acceptance of AI as a team member leads workers to demonstrate both enhanced satisfaction with their jobs and better performance since personal familiarity with technology benefits their transition process (Miller and Stover, 2020b). Workforce members who worry about job replacement show reduced job performance alongside disengagement and stress according to De Witte (2020). Companies must handle this landscape carefully to help their staff understand AI value points and resolve their uncertainties about creating teams that blend motivation with balance.

Much has been written about job insecurity as a detrimental factor at work, linking it to lowered commitment, increased stress and other detrimental impacts on work performance (Sverke et al., 2002). Classical view posits that anticipation of job loss lowers the motivation and performance of employees, stress the fact that people become unmotivated, and they also encounter job anxiety (De Witte, 2020). However, my research indicates that while this is an accurate assumption, job insecurity could under some circumstances be an inducement to prompt employees into seeking to improve their level of performance.

A major reason which might explain such outcome is job embeddedness; that is the level of commitment employees have towards organizations they work for. Using questionnaires on job insecurity, Qian et al. (2022) discovered that people with a high extent of organizational embeddedness perceive threats from job insecurity. In response, these employees exhibit efforts, undertake more work and come up with improved problem-solving skills to retain their positions. This shows how embeddedness acts as a moderator and turns the threats of job insecurity as an antecedent for enhanced performance in some situations.

An important aspect to consider in this context as well is the type of job insecurity. We need to distinguish quantitative insecurity which represents job loss fears from qualitative insecurity that stems from losing essential job factors such as

promotion opportunities or important responsibilities according to Adekiya (2023). While quantitative insecurity frequently results in employee disengagement, qualitative insecurity may actually motivate individuals to push harder as type of self-preservation. Those facing qualitative insecurity are likely to concentrate on improving their productivity and dedication to protect their roles, thereby suggesting that not all forms of job insecurity are detrimental. (Adekiya, 2023).

Another moderator that defines how job insecurity affects the employees is the perceived organisational justice as was established by Wang et al. (2015), that discussed the level of fairness they provided to the employees can indeed influence how job insecurity impacts those employees, furthuremore, when the employees perceive the workplace as fair and honest they do not suffer from the negative consequences of job insecurity to the same extent. In these fair workplaces, the employee has confidence in the organization, and this keeps them at work even when they have anxiety in the probability that they may lose their job, Hence, rather than being offended, they argue that their insecurity is a good enough motivation for them to strive more and achieve better results. And the research proves that developing a transparent employment environment can transform job insecurity into a positive factor rather than negative as has been postulated (Wang et al., 2015).

Job insecurity is mostly perceived as an issue, but it can also serve as a positive force to increase performance, particularly in the short term as stated in a study by Piccoli et al. (2021). According to this study, it is a fact that employees respond to job insecurity, is to increase their work output and involvement as a way of trying to remain employed, they work harder in a try to hold on to their jobs. Another study by Sverke et al. (2002) also pointed out that the job insecurity in the supportive environment is not negative but constructive in that they reported increased responsibilities, as well as increased performance. These outcomes imply that, at the right circumstances, job insecurity can motivate employees to perform better, making it a possible positive force rather than a threat to performance (Piccoli et al., 2021; Sverke et al., 2002).

III. HYPOTHESIS DEVELOPMENT

Workplace implementation of AI technologies has rebuilt employee work experiences yet created uncertainties about job stability together with fears about performance quality and technological abilities. The research examines the connections between worker of AI Awareness and job insecurity and their impact on job performance while using established theoretical approaches to develop testable hypotheses and filling gaps in existing research.

A. The Impact of AI Awareness on Job Performance

AI awareness describes how well someone understands the operation of AI systems and their operational effects on workplaces (Zhang and Huang, 2022). The degree of employee AI tool understanding influences job performance outcomes yet inadequate awareness fosters misconceptions and technological stress which decreases productivity (Atrian and Ghobbeh, 2023; Yuan et al., 2023). Workers with unclear understanding of how AI helps operations tend to see the technology as cumbersome which results in decreased worker involvement and work output (Di Dalmazi et al., 2022). Kong et al. (2021) found a positive relationship between AI awareness and job burnout. Burnout is known to reduce job performance. Bai et al. (2024) report that AI awareness has a significant positive effect on unproductive work behavior, and psychological contract and emotional exhaustion play a partial mediating role in the relationship between AI awareness and unproductive work behavior. Therefore, this study hypothesizes:

H1: AI awareness has a negative impact on job performance.

B. The Role of AI Awareness in Job Insecurity

AI awareness also influences employees' perceptions of job security. The understanding of AI among employees tends to grow their perception of job replacement risks primarily in automated environments according to De Witte

(2020). Workers who grasp AI technology capabilities often notice how technological progress eliminates particular job roles which produces increased job insecurity (Binns, 2018). Thus, this study hypothesizes:

H2: AI awareness is positively related to job insecurity.

C. The Effect of Job Insecurity on Job Performance

Organizational job insecurity functions as a prominent stressor because it represents the perceived risk to job stability or quality according to Greenhalgh and Rosenblatt (1984). Recent research reveals that job insecurity however can boost job performance when specific circumstances exist and work as a motivator instead (Piccoli et al., 2021) even though traditional research demonstrates its negative impact including reduced employee commitment and job performance (Sverke et al., 2002). Job insecurity makes employees increase their work performance to stay in their positions especially during times of career growth opportunities or perceived organizational fairness (Wang et al., 2015; Qian et al., 2022). Thus, the following hypothesis is proposed:

H3: Job insecurity positively affects job performance.

D. The Mediating Role of Job Insecurity

Between AI awareness and job performance lies the mediating mechanism of employee job insecurity. Workforce members who demonstrate thorough understanding of AI tend to perceive increased professional instability owing to fears of losing job functions and their roles (De Witte, 2020). The emotional state resulting from insecurities influences workers' performance results in ways that differ because of personal traits and organizational conditions (Sverke et al., 2002; Piccoli et al., 2021). This study attempts to explain the relationship between artificial intelligence awareness and job performance while understanding how job insecurity enriches this relationship through its indirect effect. Thus, the final hypothesis is:

H4: Job insecurity mediates the relationship between AI awareness and job performance.

E. Hypothesis Summary

To provide a clear overview of the relationships examined in this study, the hypotheses are summarized as follows:

- **H1**: AI awareness has a negative impact on job performance.
- **H2**: AI awareness has a positive impact on job insecurity.
- **H3**: Job insecurity positively affects job performance.
- **H4**: Job insecurity mediates the relationship between AI awareness and job performance.

F. Proposed Research Model

The relationships described in the hypotheses are visually illustrated in the research model shown in Figure 4.

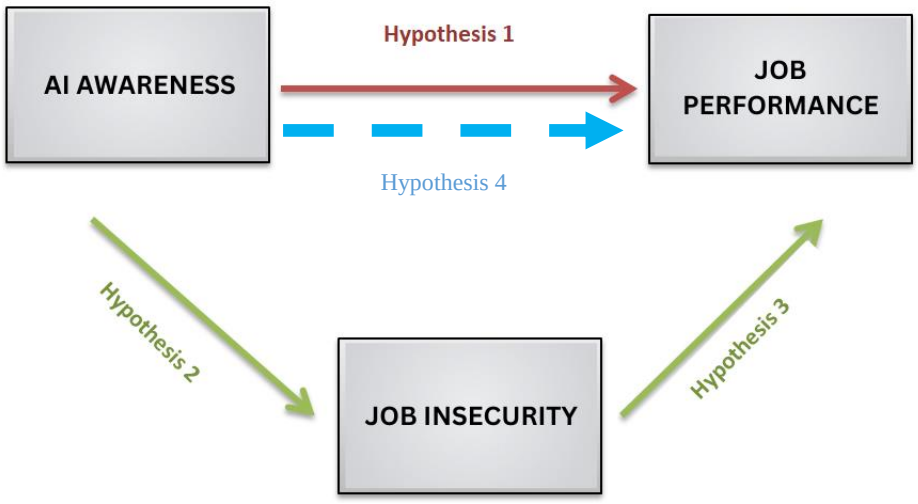

Figure 4 : Research Model

IV. METHODOLOGY

A. Research Design

This paper aimed to analyses the correlation between the level of awareness of AI, job insecurity and job performance among the Middle Eastern HR Recruiters and for this the quantitative research method was adopted. The data was collected using a cross-sectional survey design. This method ensures data gathering efficiency while enabling the evaluation of correlations and patterns among important variables. The study uses a deductive methodology, testing predetermined hypotheses with actual data by applying well-established theoretical frameworks. To guarantee accurate measurement of the components and consistency in responses, a systematic questionnaire was created and can be seen in the Appendix.

B. Population and Sampling

This study explores HR recruiters who work with public and private organizations throughout Middle East. HR recruiters were chosen because they engage in AI-driven hiring procedures yet show different degrees of familiarity with AI-based technologies that potentially shapes their views about work stability and work output. Limited availability and swift data acquisition led researchers to choose convenience sampling as their methodology. The research design brought together recruiters from various business sectors in several countries in the region to recruit HR practitioners who had different perspectives on AI along with contradictory opinions about job security, Since it was not possible to reach such a large number of participants, the "convenience sample" method was chosen and we aimed to reach as many participants as possible, the research included 344 HR professionals who met the analysis requirements to run statistical tests. An inclusive respondent group was assembled to participate in the research representing various age ranges and education levels and years of work experience among actively participating HR professionals who handle recruitment activities together with AI duties.

C. Data Collection Instruments

To gather information on job performance, job insecurity, and AI awareness, a systematic questionnaire was created using the 5-point Likert-scale questions so that answers can be measured properly for stastical analysis, to ensure consistency the scale ranging from strong disagreement to strong agreement was presented.

D. Reliability and Validity of Measurement Scales

AI Awareness, Job Performance and Job Insecurity measurements were obtained using reliable and valid scales. Cronbach's Alpha values for each scale were taken into consideration to have good reliability. In previous studies where the scales were used, factor analyses of the scales were performed and it was stated that the construct validity values were also appropriate. Therefore, it can be said that the scales used in the study have reliable and valid values (See Table 1).

1. AI Awareness Scale

- Developed by: Kong et al. (2021), based on Brougham and Haar (2018)
- Reported Reliability: Cronbach’s Alpha =0.89
- Reported Validity: Construct validity verified through confirmatory factor analysis (CFA)
- Interpretation: This scale has been widely used to measure employee perceptions of AI in workplace settings, demonstrating strong internal consistency and construct validity.

2. Job Performance Scale

- Developed by: He et al. (2023), based on Janssen and Van Yperen (2004)
- Reported Reliability: Cronbach’s Alpha =0.90
- Reported Validity: Predictive validity confirmed through CFA and empirical testing.
- Interpretation: A well-validated tool used to assess recruiters' job effectiveness, ensuring reliable measurement of performance in professional environments.

3. Job Insecurity Scale

- Developed by: Presbitero (2023), based on Hellgren and Sverke (2003)
- Reported Reliability: Cronbach's Alpha =0.83
- Reported Validity: Extensively tested across multiple international samples, ensuring broad applicability.
- Interpretation: A widely recognized scale for measuring employees' concerns about job stability, validated in various organizational and industry contexts.

Table 1 : Reliability and Validity of Measurement Scales

Scale	Developers	Reported Reliability (Cronbach's Alpha)	Reported Validity	Interpretation
AI Awareness Scale	Kong et al. (2021), based on Brougham and Haar (2018)	0.89	Construct validity verified (CFA)	Strong reliability and validity, widely used in AI research.
Job Performance Scale	He et al. (2023), based on Janssen and Van Yperen (2004)	0.90	Predictive validity confirmed through CFA	Highly reliable for assessing workplace performance.
Job Insecurity Scale	Presbitero (2023), based on Hellgren and Sverke (2003)	0.83	Validity tested across multiple samples	Well-established measure of job insecurity perceptions.

E. Data Collection Procedure

Data collection was conducted in 2024, it was managed from Istanbul City, targeting HR professionals across the Middle East. The responses came from several middle eastern countries, including but not exclusive to, Kuwait, Lebanon, Jordan, United Arab Emirates,Iraq and Saudi Arabia. with participants recruited through Google Forms and professional networks such as LinkedIn. The survey targeted approximately 2,000 HR professionals from companies with large recruitment team such as M.H. Alshaya, NBK Bank, Kuwait Finance House, IKEA, Arab Bank and Bayt.com, among other medium, large, and small enterprises. At the end of the designated period, 450 responses were received with 430 valid entries, after

screening, additional filtering reduced the final dataset to 344 valid responses, to ensure data quality and compliance, the design was simple and the participants were required to complete all questions. The electronic distribution method facilitated broad participation while maintaining anonymity and minimizing response bias.

F. Data Analysis Strategy

In order to analyze the data, the SPSS 21 (Statistical Package for the Social Sciences) software was chosen due to its flexibility in handling big data sets and carrying out a variety of statistical analyses. Additionally, its capacity to do descriptive statistics, such as means and standard deviations, was utilized to investigate the relationships between AI awareness, job insecurity, and job performance. By using SPSS, the study may ensure correctness and dependability in the data analysis process and produce reliable results.

G. Ethical Considerations

Measures were observed to ensure that participants' rights to privacy were observed strictly as a way of observing ethical considerations. To ensure the respondents' confidentiality, the survey did not capture any information that could identify the particular respondent. Respondent's input was received out of their own free will; there was no coercion used to motivate the respondents to complete the survey. All the data that was collected was properly collected, stored and utilized for the purpose of the study only. Ethical approval was received from the Social and Human Sciences Ethics Committee of Aydin Istanbul University as per the institutional research ethics (Sayı: E-88083623-020-138051, 25.11.2024).

V. ANALYSIS AND FINDINGS

This section sums up the correlations and tests performed in the study to analyze the primary variables of the research namely AI Awareness, Job Insecurity and Job Performance. Some of the techniques used covered in the analysis include descriptive analysis, reliability assessment, exploratory factor analysis, correlation analysis, hypothesis testing via multiple regressions analysis, and mediator analysis using the SPSS Process Macro suggested by Hayes (2013).

A. Sample Characteristics

This study includes 344 valid responses. Table 2 presents an overview of the respondents' demographic characteristics, including gender, age, education level, and work experience. The sample is composed of 55.2% male and 44.8% female respondents, with the majority aged between 25-34 years (40.1%). The most common education level among participants is a bachelor's degree (44.2%), while 33.1% of the respondents have 1-5 years of work experience.

Table 2: Frequency Statistics of Demographic Variables (N=344)

		Frequency	Percent (%)
Gender	Male	190	55,2
	Female	154	44,8
Age	Under 25	53	15,4
	25-34	138	40,1
	35-44	90	26,2
	45-54	49	14,2
	55-64	14	4,1
Education	High School	7	2
	High School or Equivalent	8	2,3
	Associate Degree	7	2
	Bachelor's Degree	152	44,2
	Master's Degree	132	38,4
	Doctorate Degree	38	11
Experience	Less than 1 year	17	4,9
	1-5	114	33,1
	6-10	84	24,4
	11-15	73	21,2
	16 and above	56	16,3

B. Descriptive Statistics

Descriptive statistics provide an overview of the key variables in the study: Job Performance, Job Insecurity, and AI Awareness. Table 3 summarizes the mean, standard deviation, skewness, and kurtosis values for these variables. The mean Job Performance score is 3.73 (SD = 0.93), indicating that respondents rated their performance slightly above average. Job Insecurity has a mean of 3.17 (SD = 1.08), reflecting moderate concerns about job stability, while AI Awareness has a mean of 2.85 (SD = 0.95), suggesting a neutral stance on AI-related knowledge. Skewness and kurtosis values suggest that Job Performance (-0.284) and AI Awareness (0.246) are approximately symmetric, while Job Insecurity (0.046) is slightly positively skewed. The kurtosis values remain within acceptable ranges, indicating a roughly normal distribution for these variables.

Table 3 : Descriptive Statistics

	N	Min	Max	Mean	Std.Dev.	Skewness		Kurtosis	
	Sta	Sta	Sta	Sta	Sta	Sta	Std.Err	Sta	Std.Err
Gender	344	1	2	1,45	,498	,211	,131	-1,967	,262
Age	344	1	5	2,51	1,044	,471	,131	-,364	,262
Education	344	1	6	4,48	,947	-1,040	,131	2,792	,262
Experience	344	1	5	3,11	1,177	,211	,131	-1,059	,262
Job Perf	344	2	5	3,7337	,93148	-284	,131	-1,059	,262
Job Insec	344	1	5	3,1715	1,07906	,046	,131	-1,013	,262
AI Aware	344	1	5	2,8525	,95213	,246	,131	-,196	,262

Sta: Statistics; Std.Dev.: Standard Deviation; Std.Err.: Standard Error; Job Perf: Job Performance; Job Insec: Job Insecurity; AI Aware: Artificial Intelligence Awareness

To assess whether the data follows a normal distribution, the Kolmogorov-Smirnov (K-S) test and Shapiro-Wilk test were conducted (See Table 4).

Table 4 : Kolmogorov-Smirnov Test

	Kolmogorov-Smirnov			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Job Performance	,097	344	,000	,936	344	,000
Jon Insecurity	,117	344	,000	,951	344	,000
AI Awareness	,085	344	,000	,973	344	,000

- A significant result ($p < 0.05$) in both tests indicates that the data deviates from a normal distribution.
- In this study, the p-values for Job Performance, Job Insecurity, and AI Awareness are all 0.000, meaning that none of the variables follow a perfect

normal distribution.

While parametric tests such as multiple regression are generally robust to violations of normality, it is important to acknowledge this limitation. However, given the large sample size (N = 344), the Central Limit Theorem suggests that normality deviations should have minimal impact on the reliability of the findings (Field, 2013). According to West et al. (1995), skewness values within ±2 and kurtosis values within ±7 are considered acceptable for normality. The skewness values for Job Performance (-0.284), Job Insecurity (0.046), and AI Awareness (0.246) fall within the acceptable range, indicating that the data is approximately normal. However, since the Kolmogorov-Smirnov and Shapiro-Wilk tests show $p < 0.05$, normality assumptions are violated. Despite this, parametric tests such as multiple regression remain robust with large sample sizes (Field, 2013).

C. Reliability Analysis

To evaluate the internal consistency of the study's measurement scales, Cronbach's Alpha was used. Reliability statistics appeared as per the below Table 5, The Job Performance scale consisted of five items reached an acceptable reliability score of 0.760 thus demonstrating robust internal consistency. The four items AI Awareness scale attained an acceptable reliability score of 0.703 which suffices for research investigation. However, The Job Insecurity scale consisting of three items produced a Cronbach's Alpha measure of 0.318.

Table 5: Cronbach's Alpha Across Scales

Scale	No. of Items	Cronbach's Alpha
Job Performance	5	0.760
AI Awareness	4	0.703
Job Insecurity	3	0.318

Table 6 presents the Cronbach's Alpha values for the AI Awareness Scale, assessing the internal consistency of the items used in the study. Table 5 provides reliability statistics for the Job Insecurity and Job Performance scales, ensuring the measures used are statistically sound.

Table 6: Cronbach's Alpha for the AI Awareness Scale

Item	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
AIAWAR1	8.44	8.62	0.591	0.578
AIAWAR2	8.60	9.35	0.436	0.672
AIAWAR3	8.62	8.53	0.557	0.596
AIAWAR4	8.58	9.37	0.386	0.705

Cronbach's Alpha: 0.703 (N = 4 items)

Table 7: Cronbach's Alpha for the Job performance Scale

Item	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
JOBPERF1	14.96	13.49	0.661	0.667
JOBPERF2	14.90	15.59	0.420	0.754
JOBPERF3	14.89	13.97	0.607	0.688
JOBPERF4	15.06	13.97	0.574	0.700
JOBPERF5	14.87	16.56	0.386	0.762

Cronbach's Alpha: 0.760 (N = 5 items)

Table 8: Cronbach's Alpha for the Job insecurity Scale

Item	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
JOBINSEC1	6.17	2.92	0.307	-0.067a
JOBINSEC2	6.34	4.66	-0.030	0.607
JOBINSEC3	6.25	3.05	0.300	-0.037a

Cronbach's Alpha: 0.318 (N = 3 items)

To measure job insecurity, a three-item, one-dimensional scale developed by Hellgren and Sverke (2003) was used. Cronbach's alpha value is 0.83. The scale was also used by Presbitero and Teng-Calleja (2022) and Cronbach's alpha value was reported as 0.88.

In the current study, the Job Insecurity Scale initially had a Cronbach's Alpha of 0.318, which is considered unacceptably low for reliability (Peterson, 1994). To investigate the cause, item-total correlation analysis revealed that Item 2 had a negative item-total correlation (-0.030) and a very low factor loading (-0.098) compared to Item 1 (0.845) and Item 3 (0.846). Since a low or negative factor loading suggests that an item does not align well with the underlying construct, removing Item 2 was expected to improve reliability (Taber, 2018). After deletion,

Cronbach's Alpha increased from 0.318 to 0.607, bringing it to an acceptable level for exploratory research. Additionally, the total variance explained by the scale rose from 47.96% to 71.79%, confirming a more stable measure. Therefore, Item 2 was removed to maintain the validity and internal consistency of the scale, and further analyses were conducted using the revised two-item version of the Job Insecurity Scale.

Table 9: Item-Total Statistics for Job Insecurity Scale

Item	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
JOBINSEC1	6.1686	2.922	0.307	-0.067
JOBINSEC2	6.3430	4.658	-0.030	0.607
JOBINSEC3	6.2500	3.051	0.300	-0.037

D. Factor Analysis

Exploratory Factor Analysis was conducted using Principal Component Analysis with varimax rotation to assess the validity of the scales. The Kaiser-Meyer-Olkin (KMO) test and Bartlett's Test of Sphericity were used to determine sample adequacy.

Factor analysis was conducted to assess the construct validity of the scales used in this study. The factor loadings presented in Tables 10, 11, and 12 confirm that the items significantly contribute to their respective constructs. The KMO values indicate that AI Awareness and Job Performance have moderate suitability for factor analysis, while Job Insecurity meets the minimum threshold. Bartlett's Test of Sphericity was significant for all constructs, justifying the use of factor analysis.

Table 10: KMO and Bartlett's Test Results

Scale	KMO Value	Bartlett's Test (p-value)	Interpretation
AI Awareness	0.699	< 0.001	Moderate Suitability
Job Performance	0.669	< 0.001	Moderate Suitability
Job Insecurity	0.500	< 0.001	Borderline Acceptable

The Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy for the Job Insecurity scale was 0.500, which is considered borderline acceptable for factor analysis. Kaiser (1974) originally proposed that KMO values above 0.50 are still suitable for analysis, though values closer to 1.0 are preferred. According to Field

(2005), KMO values between 0.50 and 0.60 are barely acceptable, indicating that while the sample size may be sufficient, researchers should critically evaluate whether additional data or alternative variables should be included. Despite this limitation, KMO values in this range have been used in exploratory studies where sample sizes are constrained or constructs are narrowly defined. In this study, Job Insecurity Item 2 was removed due to low factor loading, which subsequently improved the variance explained from 47.96% to 71.80%, strengthening the overall validity of the scale (Field, 2005, pp. 224-225). The values for the Scales included in the study are presented in Tables 9-11.

Table 11: Factor Loadings for Job Insecurity

Item	Factor Loading
JOBINSEC1	0.847
JOBINSEC3	0.847

Table 12: Factor Loadings for Job Performance

Item	Factor Loading
JOBPERF1	0.825
JOBPERF2	0.599
JOBPERF3	0.792
JOBPERF4	0.773
JOBPERF5	0.560

Table 13: Factor Loadings for AI Awareness

Item	Factor Loading
AIAWAR1	0.821
AIAWAR2	0.676
AIAWAR3	0.798
AIAWAR4	0.616

E. Correlation Analysis

Pearson's correlation analysis was conducted to assess the relationships between AI Awareness, Job Insecurity, and Job Performance. The correlation matrix (Table 14) reveals significant but relatively weak relationships between the study variables.

Table 14: Correlation Matrix

Variable	Job Performance	Job Insecurity	AI Awareness
Job Performance	1.000		
Job Insecurity	0.265**	1.000	
AI Awareness	-0.111*	0.347**	1.000

Findings:

- AI Awareness is negatively correlated with Job Performance ($r = -0.111$, $p = 0.039$), suggesting that employees with higher AI awareness tend to report slightly lower job performance. However, the correlation strength is weak (Cohen, 1988), indicating that other factors likely contribute to job performance.
- AI Awareness is positively correlated with Job Insecurity ($r = 0.347$, $p < 0.001$), showing that employees who are more aware of AI developments tend to feel greater job insecurity. This is a moderate correlation, suggesting a meaningful relationship between AI knowledge and perceived job instability.
- Job Insecurity is positively correlated with Job Performance ($r = 0.265$, $p < 0.001$), implying that employees who feel insecure about their jobs may work harder to maintain their positions. This aligns with previous studies that suggest job insecurity can act as a motivator under certain conditions (Greenhalgh and Rosenblatt, 1984).

The correlation values between AI Awareness, Job Insecurity, and Job Performance are relatively low. According to Cohen (1988), an r value of 0.1 is considered weak, 0.3 is moderate, and 0.5 is strong. In this study, AI Awareness and Job Performance showed a weak negative correlation ($r = -0.111$, $p = 0.039$), while Job Insecurity and Job Performance exhibited a weak-to-moderate positive correlation ($r = 0.265$, $p < 0.001$). The relatively low correlations may be due to external factors influencing job performance beyond AI-related concerns, such as company policies, leadership, or job satisfaction (Wang, Lu, and Siu, 2015). However, a low correlation does not invalidate the significance of the relationships found. Instead, it suggests that job performance is influenced by multiple factors, and AI-related job insecurity is one of them. Previous studies have identified that psychological variables, workplace dynamics, and technological advancements

interact in complex ways to shape job performance (Yang, Smith, and Taylor, 2024). Therefore, the findings of this study contribute to a growing body of literature emphasizing the nuanced impact of AI awareness and job insecurity on employee outcomes.

F. Hypothesis Testing With Regression Analysis

Since correlation analysis showed significant relationships among variables, regression analysis was conducted to assess their predictive impact (Table 15)

Table 15**:** Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	,111[a]	,012	,010	,92703	,012	4,304	1	342	0,039	
2	,343[b]	,118	,112	,87759	,105	40,617	1	341	,000	,890

a. Predictors: (Constant), AI Awareness

b. Predictors: (Constant), AI Awareness, Job Insecurity

c. Dependent Variable: Job Performance

Table 15 presents the model summary for hierarchical multiple regression analysis, assessing the impact of AI Awareness and Job Insecurity on Job Performance.

- Model 1, which includes only AI Awareness, explains 1.2% of the variance in Job Performance ($R^2 = 0.012$, $p = 0.039$), indicating a weak predictive ability.
- Model 2, adding Job Insecurity, significantly increases the explained variance to 11.8% ($R^2 = 0.118$, $p < 0.001$), suggesting that Job Insecurity is a stronger predictor of Job Performance than AI Awareness.
- The Durbin-Watson statistic (0.890) is below the acceptable range (1.5 - 2.5), indicating potential autocorrelation in the residuals, which should be considered when interpreting the results (Field, 2013).

These findings indicate that while both variables influence Job Performance, additional factors likely contribute to performance outcomes.

Table 16**:** ANOVA

Model		Sum of	df	Mean Square	F	Sig.
1	Regression	3,699	1	3,699	4,304	,039[b]
	Residual	293,910	342	,859		
	Total	297,609	343			
2	Regression	34,981	2	17,490	22,710	,000[c]
	Residual	262,628	341	,770		
	Total	297,609	343			

a. Dependent Variable: Job Performance

b. Predictors: (Constant), AI Awareness

c. Predictors: (Constant), AI Awareness, Job Insecurity

The ANOVA test (Table 16) evaluates whether the independent variables significantly explain the variance in Job Performance.

- Model 1 (AI Awareness only): The regression model is statistically significant (F = 4.304, p = 0.039), meaning AI Awareness has a weak but significant effect on Job Performance.
- Model 2 (AI Awareness + Job Insecurity): The model improves significantly (F = 22.710, p < 0.001), confirming that Job Insecurity significantly strengthens the model's explanatory power.

These findings support the hypothesis that both AI Awareness and Job Insecurity influence Job Performance, with Job Insecurity playing a more dominant role.

Table 17 presents the results of the regression coefficients for AI awareness and job performance, as well as for the inclusion of job insecurity as an additional predictor.

Table 17**:** Regression Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coeffficients	t	Sig.	Collinearity Statistics	
		B	Std.	Beta			Tolerance	VIF
1	(Constant)	4,045	,158		25,589	,000		
	AI Aware	-,109	,053	-111	-2,075	,039	1,000	1,000
2	(Constant)	3,433	,178		19,310	,000		
	AI Aware	-,226	,053	-,231	-4,266	,000	,880	1,137
	Job Insec	,298	,047	,346	6,373	,000	,880	1,137

a. Dependent Variable: Job Performance

Table 18: Regression Analysis

Hypothesis	Relationship	Standardized Beta (β)	F	R^2	p-value	Result
H1	AI Awareness → Job Performance	-0.109	4.304	0.012	0.039*	
H2	AI Awareness → Job Insecurity	0.393	46.748	0.120	<0.001**	Supported
H3	Job Insecurity → Job Performance	0.298	25.634	0.070	<0.001**	

Up to this stage, the effects between variables have been addressed. In the last stage, tests were conducted regarding the mediating role. The principles suggested by Baron and Kenny (1986) were applied in determining the mediating effect role. Accordingly, the conditions that need to be met must be checked (Şentürk and Ertem, 2020). These conditions are as follows, respectively:

- The independent variable must have a significant effect on the dependent variable.

- The independent variable must have a significant effect on the mediating variable.

- The mediating variable must have a significant effect on the dependent variable.

- If the first three conditions specified are met, the mediating variable is included in the regression analysis in which the effect of the independent variable on the dependent variable is examined in the fourth stage. In this case, if it is found that the independent variable has a non-significant effect on the dependent variable: it can be said that there is full mediation. If it causes a decrease in this relationship: it can be said that there is a partial mediating role.

After confirming that AI Awareness significantly influences Job Insecurity and Job Performance, a mediation analysis was conducted to examine whether Job Insecurity explains part of this relationship (Table 19). In order to see whether job insecurity mediates the relationship between AI awareness and job performance perception, the mediator variable was included in the SPSS Process Macro regression analysis with using Model 4 type according to suggestions of Hayes (2013). The values related to the regression analysis are given in Table 18. Accordingly, the effect of AI awareness on job performance did not become insignificant, but the indirect effect of the mediator variable was found to be significant (β=-0.309,

p=0.000). This situation shows that job insecurity has a partial mediator role in accordance with the principles stated in the method section. This finding indicates that Hypothesis 4 is supported.

Table 19 : Mediation Analysis with SPSS Process Macro

Effect	Beta (β)	SE	F	p-value	Confidence Interval (CI)
Direct Effect (AI Awareness → Job Performance)	-0.2263	0.0531	4.304	0.039*	LLCI: -0.3307, ULCI:-0.1220
Indirect Effect via Job Insecurity	0.1173	0.0286	-	Significant	LLCI:0.0664, ULCI: 0.1785
Total Effect (AI Awareness → Job Performance)	-0.1091	0.0526	4.304	0.0388*	LLCI: -0.2125, ULCI: -0.0057

Table 20: Summary of Hypothsis Testing

Hypothesis	Relationship	Result
H1	AI Awareness → Job Performance (negative)	Supported
H2	AI Awareness → Job Insecurity (positive)	
H3	Job Insecurity → Job Performance (positive)	
H4	Job Insecurity mediates AI Awareness → Job Performance (partial mediation)	

In sum, the findings suggest that AI Awareness indirectly affects Job Performance by increasing Job Insecurity. While AI Awareness negatively influences performance, Job Insecurity plays a dual role, contributing positively to performance. The mediation analysis confirms that Job Insecurity partially explains this relationship, emphasizing the importance of managing AI-related concerns to sustain employee motivation.

VI. DISCUSSION AND LIMITATIONS

The study shed a light on a key workplace challenge, while employees with higher AI awareness more often feel greater job insecurity and the latter also reduces actual job performance. According to Tarafdar et al. (2019) research reveals that when employees perceive AI as a risk, they may experience stress and resulting, decreased motivation leading to lower job performance eventually. They are not capturing AI as a tool for career growth, but instead, they get lost in analyzing their perspectives and worries about what it implies (Makarius et al., 2020). The study further shows that job insecurity may generate temporary spikes in job performance; due to the pressure of showing their worth (Staufenbiel and König, 2010). However, this is a short term affect as job insecurity for a long time leads to stress, burnout and overall productivity is reduced (Huang et al., 2020).

Through self-observation, I have personally experienced the impact of job insecurity. At times, uncertainty about my job stability has led me to focus intensely on enhancing my job performance, taking on additional responsibilities, and ensuring I achieve competitive advantage within the organizations and gain a level where I won't be irreplaceable easily, However, this response may have been effective in the short term, it is not sustainable, and high performance should not be based upon fear. In the long run, job insecurity results in emotional exhaustion, lower interest in completing the task, and therefore poor job performance. On the same topic, the level of workers' AI awareness varies out of another key self-observation. In my workplace, I've witnessed this contrast, one employee who uses AI every day in their daily tasks to increase productivity, and another who will not touch AI as they fear the effect on their own role, saying I am truly feeling scared of it. The study verifies that simply being aware of AI does not imply its acceptance; in most cases, AI awareness increases insecurity of the job and resistance (Berente et al., 2021). This is another indication of how important it is how AI is introduced in an organization. Employees who are trained, reassured and provided with role clarity will adapt more than employees who are not trained, not reassured and not provided with role clarity

Moreover, although we cannot deny the efficiency AI tools bring to the field, however, for those who have worked in recruitment; this issue takes on an even deeper significance, from human to human, people might be afraid of their job interviews, something that a computer cannot grasp. That is why human supervision is always necessary in recruitment process, especially beyond the initial screening stage. Although AI is useful for resume screening and basic assessments, interviews and hiring decisions should be finalized by HR professionals, overreliance on the AI in recruitment can result in loss of key human elements such as emotional intelligence, and ethical considerations. Organizations must take proactive steps to ensure that AI awareness does not contribute to job insecurity. Concerns can be reduced through transparent communication regarding the role of AI in the workplace (Rafferty and Griffin, 2006) and workers should have opportunities to retool and reskill in order to adapt AI into their roles instead of seeing it as a risk to their positions (Makarius et al., 2020). To reduce the AI related stress, structured career development programs, job rotation opportunities and psychological support services can be supported. Moreover, leadership is one of the most important elements in how AI awareness is framed positively. Managers who highlight that AI is a tool for augmentation and not for replacement, while also having a transparent discussion on AI awareness, are more likely to encourage employees to engage constructively with technological advancements hence increase overall profitability (Stiglbauer et al., 2012).

VII. CONCLUSION

The aim of this research was to investigate the relationship between AI Awareness, Job Performance and Job Insecurity among HR recruiters in the Middle East region. The findings discovered AI awareness negatively impacts Job Performance while increasing job insecurity. Additionally, higher job insecurity leads to increased job performance, which can be temporary yet valid. The mediation analysis confirmed that job insecurity partially explains the negative impact of AI awareness on job performance. This research is important as it contributes to study the concept of AI in the workplace which is relatively new yet revolutionary; any study in this field at this time is considered valuable as it is fast paced. This study filled the gap in the literature by adding the results to the Recruitment field which is highly impacted by AI Automation such as CV screening, interviews, onboarding and talent acquisition, it also spotted a light in the many under layers that are interconnected and not only the positive side of AI Implications, decision makers and those on authority in organizations should understand that the use of AI must be balanced, calculated and include strategic planning, transparent communication and guidance, in summary, A sustainable approach to AI adoption should prioritize both business efficiency and employee well-being, ensuring an ethical and inclusive transition that supports long-term organizational success.

A. Limitations of the Study

- This study offers insightful understanding of the connection between AI awareness, job insecurity, and job performance of HR recruiters, it still has limitation. The sample is towards HR professionals in the Middle East only, hence may not represent global workforce trends. Moreover, perceptions and impacts related to AI and HR are rapidly changing, so they may change again over time. This study relies on self reported data another limitation, which may be subject to bias, such as social desirability or personal interpretation.

B. Recommendations for Future Studies

Further research on relationship AI awareness, job performance and job insecurity across different industries and regions should be conducted to get wider insights. Moreover, qualitative studies such as in-depth interviews can offer more insights into employees' behaviors towards AI adoption. The effects of AI awareness on job performance and job insecuity might also be a subject of further studies.

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APPENDIX

- Questionnaire:

Dear HR and Recruitment Colleagues,

I am conducting an exciting study on how AI is transforming recruitment across the Middle East, specifically exploring the impact of **AI awareness on job performance and job insecurity**. Your insights are invaluable, and I would love to hear your perspective!

By sharing your experience, you will contribute to a deeper understanding of AI's evolving role in our industry and help shape future best practices.

It only takes a few minutes; your input will make a real difference!

Section 1: Demographic Questions

Age

- Under 25
- 25-34
- 35-44
- 45-54
- 55-64
- Above 64

Educational Level

- High School or Equivalent
- Bachelor's Degree
- Master's Degree
- Doctorate or PhD

Years of Experience

- Less than 1 year
- 1-5 years
- 6-10 years
- 11-15 years
- 16 years and above

Type of Organization

- Large Corporation
- Medium-Sized Enterprise
- Small Business
- Recruitment Agency
- Other

Section 2: AI Awareness

1= Strongly Disagree; 2= Disagree; 3= Neutral; 4= Agree; 5= Strongly Agree

No	Item	1	2	3	4	5
1	I am personally worried about my future in my industry due to AI replacing employees.					
2	I am personally worried about my future in my organization due to AI replacing employees.					
3	I am personally worried that what I do now in my job will be able to be replaced by AI.					
4	I think AI could replace my job.					

Section 3: Job Performance

1= Strongly Disagree; 2= Disagree; 3= Neutral; 4= Agree; 5= Strongly Agree

No	Item	1	2	3	4	5
1	I always complete the duties specified in my job description.					
2	I meet all the formal performance requirements of the job					
3	I fulfil all responsibilities required by my job.					
4	I never neglect aspects of the job that are obligated to perform.					
5	I often succeed in performing essential duties.					

Section 4: Job Insecurity

1= Strongly Disagree; 2= Disagree; 3= Neutral; 4= Agree; 5= Strongly Agree

No	Item	1	2	3	4	5
1	I feel that uneasy about losing my job in the near future.					
2	There is a risk that I will have to leave my job in the year to come.					
3	I am worried about having to leave my job before I would like to.					

RESUME

Name Surname : Nura Issa

EDUCATION :

- **Bachelor :** 2012, Arab Open University, Business Administration, Economics

PROFESSIONAL EXPERIENCE AND AWARDS:

An experienced HR manager and recruitment specialist managed large-scale hiring projects across the Middle East and North Africa with expertise in hospitality, education, and corporate recruitment, successfully managed hiring for known brands and well reputed organizations. Passionate about HR innovation and the implementation of AI in recruitment, focuses on talent acquisition, learning and development, and employee relations function.

PUBLICATIONS FROM DISSERTATION, PRESENTATIONS AND PATENTS:

Issa, N. M. H., and T. Türköz. "Artificial Intelligence Awareness of Human Resource Recruiters: Evaluation in a Theoretical Framework", 1st International Sarajevo Scientific Research and Innovation Congress, Jan 18-19, 2025, Bosnia-Herzegovina, 290-291.