

Petra
Cajnko

Polona
Šprajc



Human-Centred AI Workforce

An Integrated
Framework, Theory,
and Methodology for

Human Resource Management





University of Maribor

Faculty of Organizational Sciences

Human-Centred AI Workforce Transformation

An Integrated Framework, Theory, and Methodology for Strategic Human
Resource Management

Authors

Petra Cajnko

Polona Šprajc

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Authors	Petra Cajnko (University of Maribor, Faculty of Natural Sciences and Mathematics) Polona Šprajc (University of Maribor, Faculty of Organizational Sciences)
Review	Branka Zolak Poljašević (University of Banja Luka, Faculty of Economics) Iztok Podbregar (University of Maribor, Faculty of Organizational Sciences) Matej Mencinger (University of Maribor, Faculty of Civil Engineering, Transportation Engineering and Architecture)
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Foreword

Artificial Intelligence (AI) is fundamentally transforming organisations, requiring not only technological innovation but also comprehensive organisational and workforce adaptation. Although previous research has substantially advanced understanding of AI adoption, organisational readiness, employee acceptance, and AI governance, these perspectives have largely evolved independently, resulting in fragmented explanations of sustainable AI implementation.

This monograph addresses this limitation by developing an integrated theoretical and empirical explanation of organisational AI workforce readiness. Building upon complementary empirical evidence collected from AI experts and members of the general public in Slovenia, the study develops the **Integrated AI Workforce Readiness Framework (IAWRF)** and proposes the **Dual-Logic AI Workforce Readiness Theory (DLAWR)** as a dynamic explanation of sustainable AI-enabled organisational transformation. The study further introduces the **Integrated AI Workforce Readiness Composite Framework (IAWRC)** as an exploratory operational framework linking conceptual development with empirical investigation.

The findings suggest that sustainable AI implementation depends not primarily on technological capability but on the continuous alignment of Employee AI Competence, Organisational Readiness, Psychological Acceptance, and Institutional Governance. Rather than representing independent organisational characteristics, these dimensions function as mutually reinforcing capabilities that collectively determine organisational AI workforce readiness.

The monograph makes four principal contributions. First, it introduces the IAWRF as a multidimensional conceptual framework explaining AI workforce readiness. Second, it develops the DLAWR, providing a novel theoretical explanation based on Dynamic Alignment between Managerial Logic and Human Logic. Third, it proposes the IAWRC as a theory-driven methodological framework supporting empirical operationalisation. Finally, it advances the concept of **Human-Centred AI Transformation** as an organisational paradigm integrating technological innovation, workforce capability, ethical governance, and strategic human resource management.

Collectively, the findings contribute to the growing literature on AI, Strategic Human Resource Management, organisational capability, and responsible AI by providing an integrated conceptual foundation for future empirical research and organisational practice.

1 Introduction

AI has rapidly evolved from a specialised technological innovation into a strategic organisational resource that is fundamentally transforming business processes, employment relationships, and HRM. Rather than merely automating routine tasks, contemporary AI systems increasingly augment managerial decision-making, facilitate knowledge creation, personalise employee development, and reshape organisational structures. Consequently, organisations are no longer confronted solely with technological implementation challenges but with broader organisational, psychological, and institutional transformations that redefine how work is organised and how employees create value (Brynjolfsson & McAfee, 2014; Kaplan & Haenlein, 2020).

AI is increasingly recognised not merely as a technological innovation but as a strategic organisational resource whose effective use requires new approaches to leadership, workforce development, and institutional governance.

The growing diffusion of AI technologies has significantly altered the role of HRM. Traditional HR functions—including recruitment, employee development, performance evaluation, workforce planning, and organisational learning—are increasingly supported by predictive analytics, intelligent automation, and generative AI applications (Budhwar et al., 2023). These developments have shifted the strategic focus of HRM from managing human resources toward managing continuous organisational adaptability, digital competencies, and employee resilience in technologically dynamic environments (World Economic Forum, 2025).

This transformation also reflects the broader transition towards Society 5.0, where technological innovation is increasingly expected to support human-centred organisational development, sustainable employment, and societal well-being rather than technological progress alone (Roblek et al., 2021).

However, despite the rapid advancement of AI technologies, organisational success depends less on technological sophistication alone than on the ability of organisations to integrate AI into existing organisational cultures, employee competencies, and management practices. Recent studies consistently demonstrate that AI implementation frequently encounters barriers associated with employee resistance, insufficient digital competencies, ethical concerns, organisational trust, and inadequate governance mechanisms (OECD, 2023; European Commission, 2025). Consequently, successful AI adoption represents not only a technological innovation process but also a comprehensive HRM challenge.

From an HRM perspective, AI implementation requires simultaneous development of multiple forms of organisational readiness. Employees must acquire new technical and analytical competencies while simultaneously adapting to changing professional roles, evolving career expectations, and increasingly collaborative human-AI work environments. Organisations, in turn, must redesign learning systems, leadership approaches, talent management strategies, and organisational cultures capable of supporting continuous digital transformation (Ulrich & Dulebohn, 2015; Vrontis et al., 2022). These developments position HRM as one of the central organisational functions responsible for ensuring sustainable AI adoption.

Recent research further suggests that career adaptability and sustainable employment increasingly depend upon continuous competence development, organisational learning, and workforce resilience, particularly in technology-intensive organisational environments (Javadi et al., 2025). These developments reinforce the strategic importance of HRM as the organisational function responsible for supporting long-term workforce adaptability and sustainable organisational transformation in the era of artificial intelligence.

Although the existing literature has substantially expanded understanding of AI adoption within organisations, empirical research remains fragmented. Most studies examine AI implementation either from managerial perspectives, emphasising technological capabilities and productivity outcomes, or from employee-centred

perspectives focusing on attitudes, acceptance, and perceived risks (Jarrahi, 2018; Kellogg et al., 2020). Comparatively few studies integrate these complementary viewpoints into a single analytical framework capable of explaining how organisational readiness emerges through the interaction between expert knowledge, employee perceptions, and institutional support.

This limitation is particularly evident within HRM research. Current HRM studies frequently conceptualise AI readiness as either a technological capability or an individual employee competence issue, while paying comparatively limited attention to the dynamic relationships between organisational preparedness, workforce acceptance, governance mechanisms, and competence development (Minbaeva, 2021). As organisations increasingly implement AI across core HR processes, understanding these interdependencies becomes critical for designing effective workforce transformation strategies.

The present study addresses this research gap by integrating two complementary empirical perspectives collected within the Slovenian context. The first dataset captures the perceptions of AI experts actively involved in developing, implementing, and managing AI solutions across academia, industry, and the public sector, thereby providing insights into organisational capabilities, competence requirements, governance challenges, and strategic implementation processes. The second dataset examines the perceptions of members of the general public, focusing on employee attitudes, willingness to adapt, concerns regarding professional identity, and readiness for lifelong learning. Taken together, these complementary perspectives provide a more comprehensive understanding of organisational AI readiness than either perspective could offer independently.

Building upon these complementary empirical findings, this article proposes the **IAWRF**. The framework is introduced as the principal conceptual contribution of this study and is developed systematically in Chapter 3. Rather than anticipating its theoretical architecture here, the Introduction outlines the research problem and the objectives of the study, while the formal conceptualisation of the IAWRF is presented later.

Accordingly, the study pursues three objectives. First, it compares expert and public perceptions regarding AI adoption and workforce transformation. Second, it identifies areas of convergence and divergence between organisational and employee

perspectives. Third, it provides empirical evidence from a Central European context and establishes a foundation for future theory development and empirical validation of organisational AI workforce readiness across diverse organisational and institutional settings.

By combining expert and employee perspectives within a unified analytical framework, this study contributes to the growing literature on AI and HRM in three important ways. First, it extends existing research by conceptualising AI readiness as a multidimensional HRM construct rather than a purely technological phenomenon. Second, it introduces the IAWRF as an original conceptual contribution linking organisational capability with employee acceptance and governance structures. Third, it provides empirical evidence from a Central European context, contributing to the comparatively limited body of AI and HRM research originating from smaller European economies.

2 Literature Review

2.1 AI as a Strategic Driver of HRM Transformation

AI has evolved from a predominantly technological innovation into a strategic organisational resource that fundamentally reshapes the management of people, knowledge, and organisational capabilities. While earlier waves of digital transformation focused primarily on process automation and information management, contemporary AI technologies increasingly influence complex managerial activities, including strategic decision-making, workforce planning, performance management, learning, and talent development (Brynjolfsson & McAfee, 2014; Kaplan & Haenlein, 2020).

Within HRM, AI represents more than another digital tool. Instead, it alters the very logic of HRM by enabling organisations to make faster, data-driven, and increasingly predictive decisions throughout the employee life cycle. AI-supported recruitment systems identify suitable candidates, predictive analytics anticipate employee turnover, intelligent learning platforms personalise employee development, and generative AI increasingly supports knowledge creation and organisational learning (Budhwar et al., 2023). Consequently, HR departments are gradually evolving from administrative support units into strategic facilitators of digital transformation.

This transformation also reflects broader changes in organisational theory. According to the resource-based view (RBV), sustainable competitive advantage depends upon valuable, rare, inimitable, and organisationally embedded resources (Barney, 1991). While technological infrastructure may initially provide competitive

differentiation, AI technologies themselves rapidly become commercially available and relatively easy to imitate. Consequently, competitive advantage increasingly derives not from possessing AI technologies but from developing organisational capabilities that enable their effective integration with human knowledge, organisational culture, and managerial processes (Teece et al., 1998).

This argument is further supported by the dynamic capabilities perspective, which emphasises organisations' ability to integrate, build, and reconfigure internal and external competencies in response to rapidly changing environments (Teece, 2018). AI implementation therefore requires organisations to continuously adapt employee competencies, redesign organisational processes, and cultivate learning-oriented cultures capable of sustaining technological innovation. Rather than representing isolated technological projects, AI initiatives become long-term organisational transformation processes requiring strategic HR involvement.

However, although AI technologies promise substantial productivity improvements, technological capability alone does not guarantee successful organisational transformation. The implementation of AI ultimately depends upon employees' willingness and ability to adopt new ways of working, suggesting that technological readiness must be complemented by workforce readiness.

2.2 AI Competencies as the Foundation of Workforce Readiness

As AI technologies increasingly permeate organisational processes, employee competencies have emerged as one of the most critical determinants of successful digital transformation. Unlike previous technological innovations that primarily required technical skills, AI implementation demands a broader combination of digital literacy, analytical reasoning, ethical awareness, interdisciplinary collaboration, creativity, and continuous learning capabilities (European Commission, 2025; OECD, 2023).

The literature increasingly conceptualises AI competence as a multidimensional construct extending beyond technical expertise. Long and Magerko (2020) define AI literacy as the ability to understand AI capabilities and limitations, critically evaluate AI-generated outputs, and make informed decisions regarding their responsible application. This broader perspective is further reinforced by UNESCO (2021),

which highlights ethical reasoning, transparency, and responsible human oversight as essential components of AI competence.

Within HRM research, competence development has become closely associated with organisational resilience. Organisations capable of continuously developing employee competencies adapt more effectively to technological disruptions, experience higher innovation capacity, and demonstrate greater long-term competitiveness (Minbaeva, 2021). Consequently, lifelong learning has become a strategic organisational capability rather than merely an educational activity.

Competence development extends beyond operational employees. Managers, HR professionals, and senior executives all require AI-related capabilities to lead hybrid human–AI workplaces, support organisational transformation, and ensure responsible governance (Vrontis et al., 2022).

This broader understanding is consistent with recent HRM 4.0 research emphasising that digital competencies should be developed holistically across organisations through continuous learning and integrated HRM practices (Jovanović et al., 2025).

Nevertheless, competence alone cannot fully explain successful AI implementation. Numerous studies demonstrate that even highly competent employees may resist AI technologies if they perceive them as threatening their professional autonomy, organisational identity, or employment security (Jarrahi, 2018). Consequently, competence development represents a necessary but insufficient condition for successful AI adoption.

This observation suggests that workforce readiness also depends upon psychological and social factors influencing employee acceptance of technological change.

Although the literature often uses the terms digital competence, AI literacy, and AI competence interchangeably, they refer to different analytical levels. Digital competence concerns the general ability to use digital technologies, AI literacy focuses on understanding and critically evaluating AI systems, whereas AI competence encompasses the broader organisational capability to apply AI effectively, ethically, and strategically in professional contexts. The present study adopts this broader understanding of AI competence.

2.3 Employee Acceptance, Organisational Trust and Psychological Readiness

Although AI is frequently discussed from technological and economic perspectives, organisational research increasingly recognises that technological innovations succeed only when accepted by the people expected to use them. HRM literature consistently demonstrates that employees interpret technological change through psychological, emotional, and social lenses rather than purely rational cost–benefit analyses (Kellogg et al., 2020).

The Technology Acceptance Model (TAM) traditionally explains technology adoption through perceived usefulness and perceived ease of use (Davis, 1989). However, contemporary AI systems differ fundamentally from earlier digital technologies because they increasingly perform cognitive tasks. Consequently, employees evaluate AI not only according to usefulness but also through concerns regarding autonomy, fairness, transparency, and professional identity.

Employees are more likely to adopt AI when algorithmic decision-making is perceived as transparent, explainable, and aligned with organisational values (Floridi & Cows, 2019). Conversely, opaque systems undermine trust and increase resistance to AI-supported work practices.

Beyond technology acceptance, AI implementation also reshapes the psychological contract between employers and employees. As intelligent systems increasingly influence decision-making, employees may experience uncertainty regarding career opportunities, employability, and professional identity (Budhwar et al., 2023). Consequently, employees evaluate AI not only according to its functional utility but also according to its perceived impact on human dignity, meaningful work, and social relevance (Turkle, 2011; Harari, 2018).

These observations indicate that workforce readiness depends not only upon employee competencies but equally upon organisational trust, perceived fairness, and psychological acceptance. Yet even these dimensions remain strongly influenced by broader organisational and institutional environments.

From a Strategic HRM perspective, psychological acceptance represents more than an individual attitude towards technology. It constitutes a strategically manageable dimension of workforce readiness that can be shaped through leadership, transparent communication, employee participation, learning opportunities, and organisational culture. Consequently, fostering psychological readiness becomes a strategic responsibility of HRM rather than merely an outcome of technological implementation.

2.4 Organisational Readiness, Leadership and AI Governance

Successful AI implementation requires organisations to establish governance structures capable of balancing technological innovation with ethical responsibility and organisational accountability. Recent literature increasingly argues that AI governance constitutes an integral component of strategic HRM because decisions concerning transparency, accountability, fairness, and employee participation directly influence workforce acceptance and organisational legitimacy (European Union, 2024).

Leadership plays a particularly important role within this process. Transformational leadership supports AI implementation by communicating strategic vision, encouraging organisational learning, facilitating employee participation, and reducing uncertainty associated with technological change (Northouse, 2022). Conversely, inadequate communication, weak change management, and limited employee involvement frequently undermine otherwise successful technological implementation.

Institutional support further shapes organisational readiness through public policies promoting digital education, lifelong learning, ethical standards, and AI governance (European Commission, 2025; OECD, 2023). Consequently, AI implementation should be understood as a multi-level phenomenon involving interactions among organisations, educational institutions, governments, and labour-market actors.

Despite increasing scholarly attention to AI governance, most existing research analyses these dimensions separately. Studies typically focus either on technological implementation, employee competencies, organisational behaviour, or public policy. Comparatively few investigations examine how these domains interact to produce overall workforce readiness.

This fragmentation highlights an important conceptual limitation within the current literature.

Taken together, the literature suggests that organisational readiness cannot be reduced to technological maturity, leadership, or governance alone. Rather, these organisational capabilities interact with employee competence and psychological acceptance, highlighting the need for a more comprehensive conceptual framework capable of integrating these dimensions.

2.5 Research Gap: Towards an Integrated Understanding of AI Workforce Readiness

The preceding review demonstrates that contemporary research has generated valuable knowledge regarding individual components of AI adoption. Existing studies have substantially advanced understanding of AI competencies, organisational transformation, employee acceptance, leadership, governance, and technological innovation. Nevertheless, these streams of research have largely evolved independently.

HRM literature predominantly investigates organisational capabilities and strategic HR practices, whereas technology adoption research focuses primarily on individual acceptance, and public policy studies emphasise governance and regulation. Consequently, relatively little attention has been devoted to understanding how these dimensions collectively determine organisational readiness for AI implementation.

This fragmentation has important implications for strategic HRM. Organisations may invest heavily in AI technologies while overlooking employee readiness, or they may develop workforce competencies without establishing adequate organisational capabilities or governance structures. As a result, existing research provides only a partial explanation of sustainable AI implementation.

Addressing this conceptual fragmentation requires a framework capable of integrating organisational capability, employee competence, psychological acceptance, and institutional governance within a single explanatory perspective. This need motivates the development of the IAWRF, presented in the following chapter.

Rather than viewing these dimensions as isolated predictors, this article proposes that they function as mutually reinforcing components of a broader organisational capability termed **Integrated AI Workforce Readiness**. The conceptualisation of this framework provides the theoretical foundation for the empirical analysis presented in the following sections.



3 Conceptual Development of the IAWRF

Building upon the theoretical foundations established in Chapter 2, this chapter develops IAWRF as the central conceptual contribution of this monograph. It defines the framework, explains its internal architecture, and introduces DLAWR as the theoretical mechanism underlying sustainable AI workforce transformation.

3.1 The Four Pillars of the IAWRF

Formal Definition of IAWRF

The IAWRF is defined as: The organisational capability to achieve sustainable AI implementation through the continuous interaction of employee AI competence, organisational readiness, psychological acceptance, and institutional governance, coordinated through strategic HRM and responsible organisational leadership.

The IAWRF conceptualises AI workforce readiness as an emergent higher-order organisational capability rather than a collection of isolated technological or human factors. The framework assumes that sustainable AI implementation depends on the interaction of four mutually reinforcing dimensions, each representing a distinct but

interdependent aspect of organisational AI workforce readiness. These four pillars are developed in the following sections.



Figure 1: IAWRF

Source: Authors' own conceptualisation based on the literature review and empirical findings.

Figure 1 illustrates the conceptual architecture of the IAWRF. The framework conceptualises AI workforce readiness as an emergent organisational capability arising from the continuous interaction among four mutually reinforcing pillars. Rather than representing sequential stages of implementation, the four dimensions form a dynamic organisational system whose alignment enables sustainable human-centred AI transformation.

3.1.1 Employee AI Competence

Employee competence constitutes the foundational pillar of AI workforce readiness. HRM literature has long recognised that organisational competitiveness depends primarily on the knowledge, skills, and capabilities embedded within employees rather than on technological assets alone (Barney, 1991; Ulrich & Dulebohn, 2015). In the context of AI, however, competence extends considerably beyond technical expertise.

Within the IAWRF, Employee AI Competence represents the workforce capability dimension, encompassing AI literacy, critical thinking, ethical judgement, creativity, and continuous learning (Long & Magerko, 2020; UNESCO, 2021).

From an HRM perspective, AI competence represents a strategic organisational resource because it accumulates through education, organisational learning, and professional experience. Unlike technological infrastructure, these capabilities become embedded in organisational routines and therefore contribute to sustainable competitive advantage (Minbaeva, 2021).

Consequently, organisations capable of continuously developing AI-related competencies are more likely to sustain competitive advantage because these competencies become embedded within organisational routines and collective expertise (Minbaeva, 2021).

Importantly, competence development should not be interpreted solely as an individual responsibility. Organisations play a central role in creating learning environments that facilitate continuous reskilling and upskilling. Learning-oriented organisational cultures encourage experimentation, interdisciplinary collaboration, and knowledge exchange, thereby increasing employees' confidence in adopting emerging technologies (OECD, 2023). In this sense, competence becomes both an individual capability and an organisational asset.

Moreover, organisational environments that actively promote knowledge sharing are better positioned to retain skilled employees and sustain long-term workforce capability, further strengthening organisational readiness for AI-enabled transformation (Bernik & Šprajc, 2026).

Interestingly, the expert survey demonstrates that respondents rarely associated successful AI implementation with technology alone. Instead, lifelong learning, structured education, and competence development emerged as the strongest organisational priorities. This finding reinforces the theoretical assumption that workforce readiness begins with human capability rather than technological sophistication.

Within the IAWRF, Employee AI Competence functions as the foundational capability upon which the remaining three dimensions depend. Without sufficient human competence, organisational readiness, psychological acceptance, and governance mechanisms cannot be translated into sustainable AI implementation.

3.1.2 Organisational Readiness

The second pillar of the IAWRF addresses organisational readiness, defined as the collective capability of organisations to strategically integrate AI into business processes, organisational structures, and HRM practices.

Organisational readiness extends beyond the availability of technological infrastructure. It encompasses strategic leadership, organisational culture, HR policies, learning systems, managerial commitment, digital infrastructure, and organisational flexibility. These elements collectively determine whether AI becomes embedded in everyday organisational practice rather than remaining an isolated technological initiative. Collectively, these elements determine whether organisations possess the structural capacity required for successful technological transformation (Teece, 2018).

Consistent with Dynamic Capabilities Theory (Teece, 2018), organisational readiness is understood as the capacity to continuously adapt organisational resources, competencies, and work processes in response to AI-driven change. Within the IAWRF, this capability enables organisations to translate technological opportunities into sustainable organisational transformation.

Leadership operationalises organisational readiness by providing strategic direction, encouraging organisational learning, and creating conditions that reduce uncertainty during AI implementation (Northouse, 2022).

The empirical findings reveal an important implementation paradox. Although experts expressed strong confidence in AI's potential to improve organisational performance, they assessed organisational preparedness considerably more cautiously. This discrepancy suggests that many organisations recognise AI's strategic importance before developing the capabilities required to implement it successfully. Within the IAWRF, this gap represents one of the principal barriers to sustainable AI transformation.

Within the IAWRF, Organisational Readiness provides the structural conditions through which employee competence can be transformed into organisational capability. However, structural readiness alone cannot ensure successful AI implementation unless employees are also willing to engage with technological change. This interaction motivates the third pillar of the framework – Psychological Acceptance.

3.1.3 Psychological Acceptance

Psychological Acceptance constitutes the central human dimension of the IAWRF and represents one of its principal theoretical contributions. Whereas existing organisational AI maturity models typically focus on technological infrastructure and managerial capability, the IAWRF explicitly recognises that successful AI implementation ultimately depends upon employees' willingness to incorporate intelligent technologies into their everyday professional practice.

Although the TAM (Davis, 1989) provides an important foundation for understanding technology adoption, the IAWRF argues that psychological acceptance extends considerably beyond perceived usefulness and ease of use. AI systems increasingly influence cognitive work, professional autonomy, and organisational identity, requiring a broader conceptualisation of employee acceptance.

Together, these dimensions determine whether employees perceive AI as a resource that enhances their work or as a threat to their professional future.

The public survey conducted in Slovenia illustrates the significance of this dimension particularly clearly. Participants generally acknowledged AI's transformative potential while simultaneously expressing concerns regarding professional identity, social relevance, and the future meaning of work. Rather than perceiving AI primarily as an immediate employment threat, respondents frequently interpreted technological transformation through questions concerning human value, autonomy, and personal relevance within increasingly digital workplaces. These findings suggest that employees primarily interpret AI through questions of professional meaning rather than through immediate fears of job displacement.

This broader understanding aligns with the emerging concept of **human-centred AI transformation**, which emphasises that successful AI implementation should enhance rather than diminish human capabilities, autonomy, and well-being. From the perspective of strategic HRM, human-centred AI transformation requires organisations to develop employee competence, foster trust, ensure transparent governance, and create organisational conditions in which AI supports meaningful human work rather than merely improving technological efficiency.

Psychological acceptance extends beyond positive attitudes towards technology. Employees become willing to adopt AI when organisations provide transparency, opportunities for learning, meaningful participation, and confidence that AI will augment rather than replace human work.

Within the IAWRF, Psychological Acceptance functions as the mechanism through which organisational capability becomes employee behaviour. Even technologically advanced organisations may experience unsuccessful AI implementation when trust, fairness, or professional identity are undermined. Consequently, psychological acceptance links organisational readiness with sustainable workforce transformation.

Accordingly, the IAWRF assumes that organisations should manage psychological acceptance as strategically as they manage competence development or technological investment.

3.1.4 Institutional Governance

Institutional Governance constitutes the external enabling dimension of the IAWRF. Unlike the previous three pillars, which operate primarily within organisations, Institutional Governance captures the broader regulatory, educational, and societal environment that shapes organisations' capacity to implement AI responsibly and sustainably.

Within the IAWRF, Institutional Governance represents the external enabling dimension that supports the development of organisational AI readiness. It encompasses regulatory frameworks, educational systems, ethical standards, public investment, and labour-market institutions that collectively reduce uncertainty and facilitate responsible AI adoption. Contemporary AI transformation increasingly depends upon coordinated interaction among governments, educational institutions,

employers, labour-market organisations, and civil society (European Commission, 2025).

Recent international initiatives—including the European Union AI Act (European Union, 2024), UNESCO's Recommendation on the Ethics of AI (UNESCO, 2021), and the OECD AI Principles (OECD, 2023)—demonstrate that responsible AI implementation requires more than organisational compliance. Effective governance creates institutional trust, establishes ethical standards, promotes transparency, and reduces uncertainty for both organisations and employees.

From the perspective of strategic HRM, institutional governance shapes the conditions under which organisations recruit, develop, retain, and continuously reskill employees. Consequently, governance should not be viewed merely as regulatory compliance but as a strategic enabler of workforce transformation.

Interestingly, experts consistently attributed substantial importance to policy support, education, and ethical regulation. These findings suggest that organisational AI readiness is perceived not as an isolated managerial responsibility but as a shared societal endeavour requiring coordination between organisations, governments, educational institutions, and labour-market actors.

Institutional governance therefore provides the enabling context within which the remaining three pillars evolve. It does not directly determine organisational readiness but creates conditions that either facilitate or constrain competence development, organisational transformation, and employee acceptance.

Within the IAWRF, Institutional Governance provides the enabling environment within which the remaining three pillars evolve. Although organisations cannot fully control institutional conditions, they must strategically respond to them. Consequently, institutional governance completes the systemic architecture of the framework by linking organisational transformation with broader societal change.

Accordingly, sustainable AI workforce readiness cannot emerge solely within organisations; it also depends on institutional ecosystems that enable responsible, ethical, and human-centred AI transformation.

3.1.5 Dynamic Interdependence of the Four Pillars

The four pillars of the IAWRF should not be interpreted as independent organisational characteristics. Rather, the IAWRF conceptualises AI workforce readiness as a dynamic organisational capability that emerges through the continuous interaction of Employee AI Competence, Organisational Readiness, Psychological Acceptance, and Institutional Governance. Organisational AI readiness is therefore understood as an emergent property of the system rather than the additive result of its individual components.

As illustrated in Figure 1, organisational AI workforce readiness emerges through the continuous reciprocal interaction of the four pillars rather than through their isolated development. The framework therefore represents a dynamic organisational system in which sustainable AI transformation depends on maintaining alignment across all four dimensions.

The framework adopts a systemic perspective in which each pillar simultaneously influences and is influenced by the others. Employee AI Competence strengthens Organisational Readiness by increasing the organisation's capacity to implement and utilise AI effectively. In turn, Organisational Readiness creates the structural conditions through which employees acquire new competencies, participate in organisational learning, and adapt to technological change. Likewise, Psychological Acceptance reinforces competence development because employees who trust AI systems and perceive them as fair and meaningful are more willing to engage in continuous learning and organisational transformation.

Institutional Governance provides the external enabling environment within which these organisational processes evolve. Regulatory certainty, ethical standards, educational policies, and public investment reduce uncertainty, strengthen organisational confidence, and facilitate the development of both organisational capabilities and workforce readiness. Although organisations cannot fully control institutional conditions, they continuously respond to them by adapting strategies, HRM practices, and learning systems.

Importantly, the relationships among the four pillars are reciprocal rather than sequential. Improvements in one dimension generate reinforcing effects throughout the system, whereas weaknesses in a single pillar may constrain the effectiveness of

the others. For example, organisations may invest extensively in employee AI competence, yet implementation is unlikely to succeed without supportive leadership, organisational structures, psychological acceptance, and appropriate governance. Conversely, advanced technological infrastructure and favourable regulatory conditions cannot compensate for a workforce that lacks trust, confidence, or willingness to engage with AI-supported work.

The IAWRF therefore rejects linear models of AI implementation that assume organisations progress through predefined stages of technological maturity. Instead, it proposes that AI workforce readiness develops through continuous organisational alignment among the four pillars. Sustainable transformation depends not on maximising individual dimensions but on maintaining dynamic equilibrium across the entire organisational system.

This systemic understanding also provides the conceptual foundation for human-centred AI transformation. Within the IAWRF, successful AI implementation is not defined solely by technological performance or productivity gains but by the organisation's ability to enhance human capabilities, support meaningful work, foster trust, and promote responsible governance. Human-centred AI transformation therefore represents the intended organisational outcome of achieving balanced development across all four IAWRF pillars.

The dynamic interactions among the four pillars establish the theoretical foundation for the DLAWR developed in the following section. While the IAWRF identifies the core organisational capabilities required for sustainable AI workforce readiness, the DLAWR explains the underlying organisational mechanism through which these capabilities become aligned during AI-enabled organisational transformation.

Table 1: Operational Definition of the IAWRF

IAWRF Pillar	Conceptual definition	Key dimensions	Theoretical foundations	Operationalisation in the present study
Employee AI Competence	The knowledge, skills, attitudes and adaptive capabilities that enable employees to work effectively, critically and ethically with AI technologies.	AI literacy; digital competence; critical thinking; ethical awareness; lifelong learning; interdisciplinary collaboration	RBV (Barney, 1991); Human Capital Theory (Becker, 1964); AI Literacy (Long & Magerko, 2020); UNESCO (2021)	Expert perceptions of AI knowledge, implementation capability, participation in AI projects and readiness for continuous learning.
Organisational Readiness	Organisational Readiness represents the organisational capability dimension of the IAWRF.	Strategic leadership; organisational culture; HR strategy; learning organisation; digital infrastructure; change management	Dynamic Capabilities Theory (Teece, 2018); Strategic HRM (Ulrich & Dulebohn, 2015)	Expert assessment of AI implementation, organisational preparedness, productivity impacts, strategic adaptation and organisational capability.
Psychological Acceptance	The extent to which employees perceive AI as trustworthy, fair, meaningful and compatible with their professional identity and future employability.	Trust; transparency; perceived fairness; professional identity; perceived usefulness; willingness to adapt; organisational commitment	TAM (Davis, 1989); Organisational Trust; Social Identity Theory; Human-centred AI (Floridi & Cowls, 2019)	Public perceptions regarding AI, willingness to retrain, concerns about work identity, adaptation and future employment.
Institutional Governance	The external institutional environment supporting responsible AI implementation through regulation, education and public policy.	AI regulation; ethical standards; education policy; labour-market policy; public investment; governance mechanisms	OECD AI Principles (OECD, 2023); EU AI Act (European Union, 2024); Institutional Theory	Expert evaluation of ethical guidelines, regulatory standards, public investment, lifelong learning and governance support.

Source: Authors' conceptualisation based on Barney (1991), Becker (1964), Davis (1989), Ulrich & Dulebohn (2015), Long and Magerko (2020), Floridi and Cowls (2019), OECD (2023), European Union (2024), UNESCO (2021), Teece (2018), and the present empirical study.

Table 2: Dual-Perspective Operationalisation of AI Workforce Readiness

Dimension	Expert survey	Public survey	Contribution to IAWRF
AI competence	✓	Partial	Employee AI Competence
Organisational implementation	✓	–	Organisational Readiness
Productivity	✓	–	Organisational Readiness
AI governance	✓	Partial	Institutional Governance
Lifelong learning	✓	✓	Competence + Acceptance
AI trust	Partial	✓	Psychological Acceptance
Professional identity	–	✓	Psychological Acceptance
Perceived usefulness	✓	✓	Psychological Acceptance
Readiness to adapt	Partial	✓	Psychological Acceptance
Ethical concerns	✓	✓	Institutional Governance

Source: Authors' own compilation.

3.2 DLAWR

3.2.1 Theoretical Foundations and Rationale

The IAWRF developed in the preceding section provides a comprehensive conceptual architecture for understanding organisational readiness for AI implementation. By integrating Employee AI Competence, Organisational Readiness, Psychological Acceptance, and Institutional Governance into a single multidimensional framework, the IAWRF identifies the essential organisational capabilities required to support sustainable AI-enabled transformation. However, while the framework explains *what* capabilities organisations should develop, it does not fully explain *how* these capabilities interact during organisational transformation or why some organisations successfully integrate AI whereas others fail despite possessing comparable technological resources.

This limitation reflects a broader challenge within the contemporary literature on AI, strategic management, and HRM. Existing theoretical perspectives provide valuable but largely fragmented explanations of organisational AI adoption. Strategic management theories, including RBV (Barney, 1991) and Dynamic Capabilities Theory (Teece, 2018), primarily emphasise organisational resources, strategic adaptation, and competitive advantage. HRM literature highlights workforce competencies, organisational learning, leadership, and talent development as critical determinants of organisational adaptability (Ulrich & Dulebohn, 2015; Minbaeva, 2021; Budhwar et al., 2023). Technology acceptance research, in contrast, explains

AI adoption through individual perceptions such as perceived usefulness, trust, and behavioural intention (Davis, 1989; Venkatesh et al., 2003). More recent scholarship on Responsible and Human-Centred AI further emphasises ethics, transparency, accountability, and human oversight as prerequisites for sustainable AI implementation (Floridi & Cows, 2019; UNESCO, 2021; European Union, 2024).

Although these theoretical traditions have significantly advanced understanding of AI adoption, they rarely explain how organisational and human capabilities become aligned during organisational transformation. Most existing models implicitly assume that improvements in technological capability, employee competence, or governance independently increase the likelihood of successful AI implementation. However, growing empirical evidence suggests that technological investments alone rarely produce sustainable organisational change. Organisations frequently possess advanced AI technologies without achieving meaningful organisational transformation, while others demonstrate high levels of employee motivation but struggle because organisational structures, leadership, or governance mechanisms remain underdeveloped (OECD, 2023; World Economic Forum, 2025).

The present monograph argues that this apparent inconsistency cannot be adequately explained by examining organisational capabilities or employee attitudes in isolation. AI implementation represents a systemic organisational phenomenon in which technological innovation, organisational capability, employee behaviour, and institutional conditions continuously interact. Sustainable organisational transformation therefore depends not only on the existence of these capabilities but also on their continuous alignment throughout the implementation process.

This perspective provides the theoretical rationale for the DLAWR. Rather than introducing an alternative to existing theories, DLAWR builds upon their complementary strengths while addressing their principal limitation: the absence of an integrative mechanism explaining how organisational preparedness and workforce acceptance evolve together during AI-enabled transformation. The theory therefore extends the IAWRF by introducing an explanatory layer capable of describing the organisational dynamics through which the four dimensions of AI workforce readiness become mutually reinforcing organisational capabilities.

The central assumption of DLAWR is that successful AI implementation depends upon the dynamic alignment of two complementary organisational logics. The first, referred to as **managerial logic**, represents the organisation's strategic capacity to create the structural, technological, and managerial conditions necessary for AI implementation. It encompasses leadership commitment, strategic HRM, organisational learning, technological infrastructure, governance mechanisms, and continuous investment in workforce development. The second, referred to as **human logic**, represents the behavioural and psychological capacity of employees to engage with AI-supported work. It includes AI competence, trust, perceived fairness, professional identity, willingness to learn, adaptability, and confidence in collaborating with intelligent systems.

Importantly, DLAWR does not conceptualise these two logics as competing organisational perspectives. Rather, they represent complementary organisational mechanisms that continuously shape one another. Organisational investments in leadership, learning, and governance influence employee competence and acceptance, while employee behaviour, trust, and willingness to engage with AI determine whether organisational investments translate into meaningful organisational capability. Consequently, organisational AI readiness should be understood as an emergent organisational property arising from reciprocal interactions between managerial and human capabilities rather than from the independent optimisation of either dimension.

This understanding reflects contemporary developments in strategic HRM, where competitive advantage increasingly depends upon the organisation's capacity to integrate technological innovation with human capability, organisational culture, and institutional responsibility (Minbaeva, 2021; Budhwar et al., 2023). From this perspective, AI should not be interpreted merely as a technological resource but as a catalyst for organisational transformation requiring continuous coordination among organisational systems, managerial practices, and employee behaviour.

The proposed theory further argues that the ultimate objective of AI implementation extends beyond technological efficiency or productivity improvement. Consistent with emerging principles of Human-Centred AI (Floridi & Cowls, 2019; UNESCO, 2021; European Commission, 2025), DLAWR assumes that sustainable organisational transformation should strengthen rather than diminish human capabilities, professional autonomy, meaningful work, and organisational trust.

Accordingly, the successful outcome of organisational AI implementation is conceptualised as **Human-Centred AI Transformation**—a state in which technological, organisational, and human capabilities evolve in dynamic alignment to create sustainable organisational value.

The following sections elaborate this theoretical perspective by defining the two organisational logics, explaining the dynamic alignment mechanism through which they interact, and demonstrating how this interaction produces Human-Centred AI Transformation as the central organisational outcome of the DLAWR.

3.2.2 The Two Organisational Logics

The DLAWR assumes that sustainable AI implementation depends upon the continuous alignment of two complementary organisational logics that simultaneously shape organisational transformation. Rather than representing different stakeholder groups or competing managerial perspectives, these logics constitute two interdependent organisational systems through which AI is interpreted, implemented, and integrated into everyday organisational practice.

The first organisational logic, referred to as **Managerial Logic**, reflects the organisation's strategic capacity to initiate, coordinate, and sustain AI-enabled transformation. It encompasses strategic leadership, organisational design, HRM, governance structures, technological infrastructure, organisational learning, and long-term capability development. Within this logic, AI implementation is viewed primarily as a strategic organisational challenge requiring purposeful investment, institutional coordination, and continuous organisational adaptation. Consistent with RBV and Dynamic Capabilities Theory, Managerial Logic assumes that sustainable competitive advantage arises not from AI technologies themselves but from the organisational capabilities that enable their effective integration into business processes and HRM (Barney, 1991; Teece, 2018; Minbaeva, 2021).

Managerial Logic therefore extends beyond technological decision-making. It reflects the organisation's ability to create an environment in which employees are provided with opportunities to acquire AI-related competencies, participate in organisational learning, and engage in responsible technological innovation. Leadership, organisational culture, strategic HRM, ethical governance, and learning systems are consequently interpreted as interconnected organisational capabilities

that collectively determine the structural readiness of the organisation to adopt AI successfully (Ulrich & Dulebohn, 2015; Budhwar et al., 2023).

Complementing this perspective is **Human Logic**, which represents the behavioural and psychological processes through which employees interpret and respond to AI-enabled organisational transformation. Human Logic encompasses employee AI competence, trust in organisational decision-making, perceptions of fairness and transparency, willingness to engage in continuous learning, confidence in collaborating with intelligent systems, and the preservation of professional identity in increasingly AI-supported workplaces. Rather than conceptualising employees as passive recipients of technological change, DLAWR assumes that employees actively shape organisational transformation through their capability, motivation, and behavioural responses.

Importantly, Human Logic should not be interpreted merely as an extension of technology acceptance research. Classical acceptance models primarily explain behavioural intention at the individual level (Davis, 1989; Venkatesh et al., 2003). In contrast, DLAWR conceptualises Human Logic as an organisational logic reflecting the behavioural and psychological processes through which employees interpret and respond to AI-enabled organisational transformation. Consequently, employee acceptance becomes an outcome of organisational capability rather than an isolated psychological characteristic.

The distinction between Managerial Logic and Human Logic reflects an important theoretical departure from existing AI implementation models. Contemporary research frequently analyses organisational capability and employee acceptance as independent predictors of AI adoption. DLAWR instead proposes that these logics continuously co-evolve. Organisational strategies influence employee behaviour, while employee responses simultaneously reshape organisational capability. Neither logic can independently generate sustainable AI workforce readiness because each derives its effectiveness from its interaction with the other.

This reciprocal perspective positions strategic HRM as the central integrative mechanism connecting the two organisational logics. HRM translates strategic organisational objectives into workforce capabilities while simultaneously communicating employee needs, concerns, and behavioural responses back to organisational leadership. HRM therefore functions as the organisational interface

through which Managerial Logic and Human Logic become aligned during AI-enabled organisational transformation.

Accordingly, the DLAWR argues that organisational AI readiness should not be interpreted as the outcome of technological maturity, leadership quality, or employee acceptance considered independently. Rather, readiness emerges through the continuous interaction of Managerial Logic and Human Logic, coordinated through strategic HRM and supported by an enabling institutional environment. This dynamic relationship forms the central explanatory mechanism of the proposed theory and provides the basis for understanding how organisations achieve Human-Centred AI Transformation.

3.2.3 The Dynamic Alignment Mechanism

The central contribution of the DLAWR lies in explaining how organisational AI readiness emerges through the continuous alignment of Managerial Logic and Human Logic. While the IAWRF identifies the four organisational capabilities required for sustainable AI implementation, DLAWR explains the dynamic organisational mechanism through which these capabilities evolve, interact, and ultimately generate organisational transformation.

The theory proposes that organisational AI readiness should be understood as a process of **dynamic alignment** rather than a static organisational condition. Dynamic alignment refers to the continuous organisational capability to synchronise strategic managerial decisions with evolving human capabilities, behavioural responses, and institutional expectations throughout the AI implementation process. Rather than assuming that organisational readiness can be achieved through a single technological investment or organisational intervention, DLAWR conceptualises readiness as an adaptive organisational process characterised by continuous learning, reciprocal adjustment, and strategic coordination.

This understanding builds upon Dynamic Capabilities Theory (Teece, 2018) but extends its explanatory scope. Whereas Dynamic Capabilities Theory primarily explains how organisations sense opportunities, seize strategic initiatives, and transform organisational resources, DLAWR argues that successful AI implementation additionally requires the continuous alignment of organisational systems with human behaviour. Organisational transformation therefore depends

not only on managerial adaptation but equally on the organisation's ability to continuously strengthen employee competence, maintain psychological acceptance, and respond to evolving institutional conditions.

Within DLAWR, dynamic alignment is sustained through **reciprocal feedback loops** linking Managerial Logic and Human Logic. Strategic decisions concerning leadership, governance, competence development, organisational design, and technological investment influence employee perceptions, learning behaviour, trust, and willingness to engage with AI-supported work. At the same time, employee experiences continuously influence managerial decision-making by revealing emerging capability gaps, resistance, learning needs, ethical concerns, and opportunities for organisational improvement. AI workforce readiness therefore develops through an iterative cycle of organisational learning rather than through a linear implementation sequence.

These reciprocal feedback loops create two possible organisational trajectories. When Managerial Logic and Human Logic reinforce one another, organisations progressively strengthen workforce competence, organisational learning, employee trust, and institutional legitimacy. This reinforcing cycle gradually increases organisational adaptability and supports sustainable AI-enabled transformation. Conversely, when the two organisational logics become misaligned, negative feedback loops emerge. Technological investments may exceed workforce capability, governance mechanisms may fail to establish trust, organisational change may outpace employee adaptation, or institutional expectations may conflict with internal organisational practices. Such misalignment progressively weakens organisational readiness despite continued investment in AI technologies.

Accordingly, DLAWR introduces the concept of **organisational equilibrium** to describe the balanced state in which managerial capability and human capability evolve simultaneously. Organisational equilibrium does not imply organisational stability or the absence of change. On the contrary, equilibrium represents the organisation's continuous capacity to adapt while preserving coherence among strategic objectives, organisational capabilities, employee behaviour, and institutional expectations. Sustainable AI implementation therefore depends upon maintaining this adaptive equilibrium rather than maximising any individual organisational capability.

This conceptualisation also explains why organisations demonstrating similar technological maturity frequently experience markedly different AI implementation outcomes. From the perspective of DLAWR, technological capability represents only one element of organisational readiness. Sustainable transformation depends primarily upon the organisation's capacity to maintain alignment between strategic intent, organisational capability, employee acceptance, and institutional governance throughout the implementation process. Consequently, organisational readiness emerges from the quality of interactions among organisational capabilities rather than from the absolute strength of individual capabilities.

Strategic HRM occupies a central position within this alignment mechanism. HRM functions as the organisational integrator responsible for translating managerial strategy into workforce capability while simultaneously communicating employee experiences, behavioural responses, and developmental needs back to organisational leadership. Through competence development, organisational learning, change management, leadership support, performance management, and organisational communication, strategic HRM continuously strengthens the reciprocal relationship between Managerial Logic and Human Logic. HRM therefore operates not merely as an organisational function but as the principal organisational mechanism through which dynamic alignment is created, maintained, and continuously renewed.

The dynamic alignment mechanism ultimately explains how organisations achieve **Human-Centred AI Transformation**. Rather than viewing successful AI implementation as the deployment of advanced technologies, DLAWR conceptualises transformation as the organisation's capacity to continuously integrate technological innovation with human development, organisational learning, ethical governance, and institutional responsibility. Human-Centred AI Transformation therefore represents the organisational outcome of sustained dynamic alignment, where technological capability enhances rather than replaces human capability, organisational performance is strengthened through responsible AI adoption, and workforce development remains central to long-term organisational competitiveness.

The Dynamic Alignment Mechanism therefore constitutes the core explanatory process of the DLAWR. It explains why organisational AI readiness should be understood as a continuously evolving organisational capability emerging from reciprocal interactions among managerial systems, human behaviour, strategic

HRM, and institutional governance. In doing so, DLAWR extends existing theories of AI implementation by moving beyond static capability models towards a dynamic theory of organisational transformation.

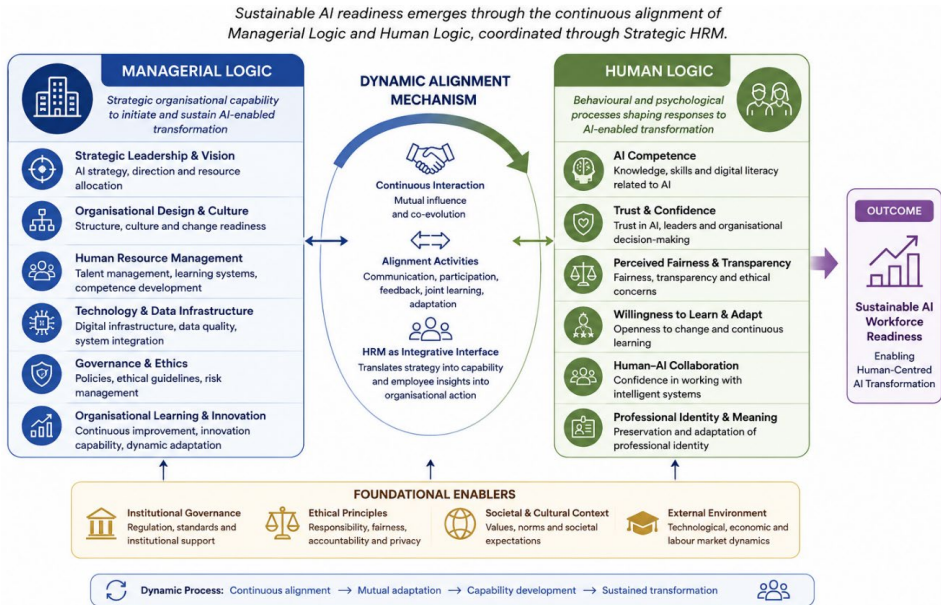


Figure 2: Dynamic Alignment Mechanism of the DLAWR

Source: Authors' own conceptualisation based on the literature review and empirical findings.

Figure 2 illustrates the Dynamic Alignment Mechanism proposed by the DLAWR. The figure demonstrates how Managerial Logic and Human Logic continuously interact through reciprocal feedback loops coordinated by Strategic HRM. Their sustained alignment enables Human-Centred AI Transformation, whereas persistent misalignment weakens organisational AI readiness despite technological investment.

3.2.4 Human-Centred AI Transformation

The Dynamic Alignment Mechanism proposed by the DLAWR ultimately culminates in **Human-Centred AI Transformation**, representing the principal organisational outcome of sustained alignment between Managerial Logic and Human Logic. Within DLAWR, successful AI implementation is therefore not evaluated solely according to technological sophistication, automation intensity, or short-term productivity improvements. Instead, organisational success is determined

by the organisation's capacity to integrate technological innovation with continuous human development, organisational learning, ethical governance, and sustainable workforce capability.

The concept of Human-Centred AI Transformation extends beyond existing approaches that primarily emphasise responsible AI, ethical AI, or technology acceptance. While these perspectives provide essential normative principles for AI implementation (Floridi & Cowsls, 2019; UNESCO, 2021; European Union, 2024), DLAWR argues that organisations require an explicit organisational mechanism capable of translating these principles into everyday managerial practice. Human-Centred AI Transformation therefore represents the organisational state in which strategic objectives, organisational capabilities, employee development, and institutional responsibilities evolve in a mutually reinforcing manner.

Within this perspective, AI is not conceptualised as a substitute for human capability but as a strategic organisational resource that augments human judgement, creativity, learning, collaboration, and decision-making. Consequently, AI-enabled organisations should be evaluated according to their ability to strengthen human capability rather than merely replacing routine human activities. Organisational transformation becomes sustainable only when technological innovation simultaneously contributes to employee development, organisational adaptability, responsible governance, and long-term organisational resilience.

The proposed theory therefore assumes that Human-Centred AI Transformation is characterised by five mutually reinforcing organisational outcomes.

First, organisations continuously invest in **human capability development**, ensuring that AI competence evolves alongside technological innovation through lifelong learning, continuous reskilling, interdisciplinary collaboration, and organisational knowledge sharing (Minbaeva, 2021; World Economic Forum, 2025).

Second, organisations establish **adaptive organisational capability**, enabling strategic flexibility, organisational learning, and continuous alignment between technological development and changing workforce needs. AI implementation is therefore understood as an ongoing organisational learning process rather than a discrete technological project (Teece, 2018).

Third, organisations cultivate **psychological sustainability** by strengthening employee trust, perceived fairness, transparency, participation, and professional identity throughout AI-enabled organisational change. Employees consequently experience AI as a resource supporting meaningful work rather than as a threat to their professional future (Edmondson, 2018; Budhwar et al., 2023).

Fourth, organisations embed **responsible governance** within strategic decision-making by integrating ethical principles, regulatory compliance, accountability, transparency, and human oversight into everyday organisational practice (Floridi & Cowls, 2019; UNESCO, 2021; European Union, 2024).

Finally, organisations generate **sustainable organisational value**, balancing economic performance, innovation capability, workforce well-being, and long-term societal legitimacy. Competitive advantage therefore emerges not through technological superiority alone but through the organisation's capacity to continuously align technological innovation with human capability and institutional responsibility.

Importantly, these outcomes should not be interpreted as independent organisational objectives. Rather, they collectively represent the organisational expression of sustained dynamic alignment between Managerial Logic and Human Logic. Improvements in one outcome reinforce the remaining outcomes, while weaknesses in any dimension progressively reduce organisational readiness and constrain sustainable AI transformation. Human-Centred AI Transformation should therefore be understood as an emergent organisational state resulting from the continuous interaction of organisational capability, employee capability, strategic HRM, and institutional governance.

From the perspective of Strategic HRM, Human-Centred AI Transformation fundamentally redefines the role of HRM within AI-enabled organisations. Rather than supporting technological implementation as a functional specialist, HRM assumes responsibility for coordinating organisational capability development, facilitating organisational learning, strengthening employee competence, maintaining psychological acceptance, and integrating responsible governance into workforce management. Strategic HRM therefore becomes the organisational integrator through which dynamic alignment is continuously created, monitored, and renewed.

Accordingly, the DLAWR concludes that sustainable AI implementation should not be understood as the successful deployment of AI technologies. Rather, it represents the organisation's continuous capacity to maintain dynamic alignment between organisational capability and human capability while simultaneously creating economic value, organisational resilience, employee well-being, and societal legitimacy. Human-Centred AI Transformation therefore constitutes the ultimate organisational objective of the proposed theory and the defining outcome of sustainable AI workforce readiness.

3.2.5 Boundary Conditions and Theoretical Contributions

The DLAWR has been developed to explain organisational AI transformation in contexts where AI represents a strategic organisational capability rather than a stand-alone technological innovation. Accordingly, the theory is primarily applicable to organisations undergoing AI-enabled transformation that requires simultaneous changes in organisational structures, workforce capabilities, managerial practices, and institutional relationships. While many of its underlying principles may also inform AI implementation in public administration, manufacturing, healthcare, education, and other sectors, the explanatory strength of DLAWR is expected to be greatest in knowledge-intensive organisations where human expertise, organisational learning, and strategic HRM constitute primary sources of competitive advantage (Barney, 1991; Teece, 2018; Minbaeva, 2021).

Unlike existing AI readiness models, DLAWR conceptualises organisational readiness as a dynamic organisational capability rather than a static organisational condition. Most contemporary frameworks evaluate organisational preparedness by assessing the presence or maturity of technological, organisational, or human resources. The proposed theory extends this perspective by arguing that sustainable AI implementation depends primarily on the continuous alignment of organisational and human capabilities throughout organisational transformation. Organisational readiness is therefore understood as an emergent property arising from reciprocal organisational interactions rather than from the independent optimisation of individual organisational dimensions.

A second theoretical contribution concerns the conceptualisation of Strategic HRM. Existing literature generally positions HRM as an important organisational function supporting AI implementation through recruitment, competence development,

change management, and organisational learning (Ulrich & Dulebohn, 2015; Budhwar et al., 2023). DLAWR extends this understanding by positioning Strategic HRM as the central organisational integrator responsible for continuously aligning Managerial Logic and Human Logic. HRM therefore becomes the organisational mechanism through which technological capability is translated into sustainable workforce capability and responsible organisational transformation.

Third, DLAWR contributes to the growing literature on Human-Centred AI by providing an organisational explanation of how human-centred principles become embedded in organisational practice. Existing frameworks developed by UNESCO (2021), the OECD (2023), and the European Union (2024) primarily establish normative principles concerning ethics, transparency, accountability, and human oversight. The proposed theory complements these normative perspectives by identifying the organisational capabilities and dynamic processes through which such principles may be operationalised within Strategic HRM.

The fourth theoretical contribution concerns the introduction of Dynamic Alignment as the central explanatory mechanism of organisational AI transformation. While Dynamic Capabilities Theory explains organisational adaptation through sensing, seizing, and transforming capabilities (Teece, 2018), DLAWR proposes that successful AI implementation additionally requires the continuous synchronisation of organisational systems with employee capability, behavioural adaptation, and institutional expectations. Dynamic Alignment therefore extends existing capability-based theories by explicitly incorporating reciprocal interactions between organisational strategy and human behaviour.

Finally, DLAWR contributes to Strategic HRM by introducing Human-Centred AI Transformation as the principal organisational outcome of sustainable AI implementation. Rather than evaluating organisational success according to technological adoption or operational efficiency alone, the proposed theory argues that sustainable transformation should simultaneously strengthen organisational capability, workforce capability, responsible governance, employee well-being, and long-term organisational resilience. In doing so, DLAWR integrates strategic management, HRM, organisational learning, and responsible AI into a unified theoretical perspective capable of explaining AI-enabled organisational transformation.

The proposed theory does not seek to replace existing perspectives on AI implementation. Rather, it integrates complementary insights from RBV, Dynamic Capabilities Theory, Strategic HRM, Technology Acceptance Research, Organisational Learning, and Human-Centred AI into a coherent explanatory framework. Future empirical research should examine the applicability of DLAWR across different organisational sizes, industries, cultural contexts, and institutional environments, thereby further refining its theoretical scope and explanatory power.

3.2.6 Formal Theoretical Propositions

The Dynamic Alignment Mechanism proposed by DLAWR provides the theoretical basis for a series of propositions that explain the organisational processes underlying sustainable AI workforce readiness. These propositions are not intended as statistical hypotheses but as theoretically derived statements describing the relationships among the principal constructs of the proposed theory. Together, they establish an agenda for future empirical research capable of validating, refining, and extending the explanatory scope of DLAWR.

The proposed theory assumes that sustainable AI implementation depends upon the continuous alignment of organisational capability and human capability rather than on the isolated development of technological resources. Accordingly, organisational AI readiness should increase as Managerial Logic and Human Logic become progressively aligned through strategic organisational learning and HRM practices.

Proposition 1. Dynamic Alignment between Managerial Logic and Human Logic positively influences organisational AI Workforce Readiness.

Because Strategic HRM continuously translates organisational strategy into workforce capability while simultaneously communicating employee responses back to organisational leadership, HRM functions as the principal organisational integrator within DLAWR.

Proposition 2. Strategic HRM mediates the relationship between Managerial Logic and Human Logic by facilitating continuous Dynamic Alignment during AI-enabled organisational transformation.

The theory further argues that Human-Centred AI Transformation represents the organisational outcome of sustained Dynamic Alignment rather than of technological implementation alone. Organisations capable of maintaining reciprocal alignment between organisational capability and workforce capability should therefore achieve more sustainable AI-enabled transformation.

Proposition 3. Human-Centred AI Transformation emerges from sustained Dynamic Alignment between Managerial Logic and Human Logic.

Institutional Governance provides the external conditions supporting organisational adaptation through regulation, education, ethical standards, and public policy. Consequently, institutional environments influence the effectiveness with which organisations maintain Dynamic Alignment throughout AI implementation.

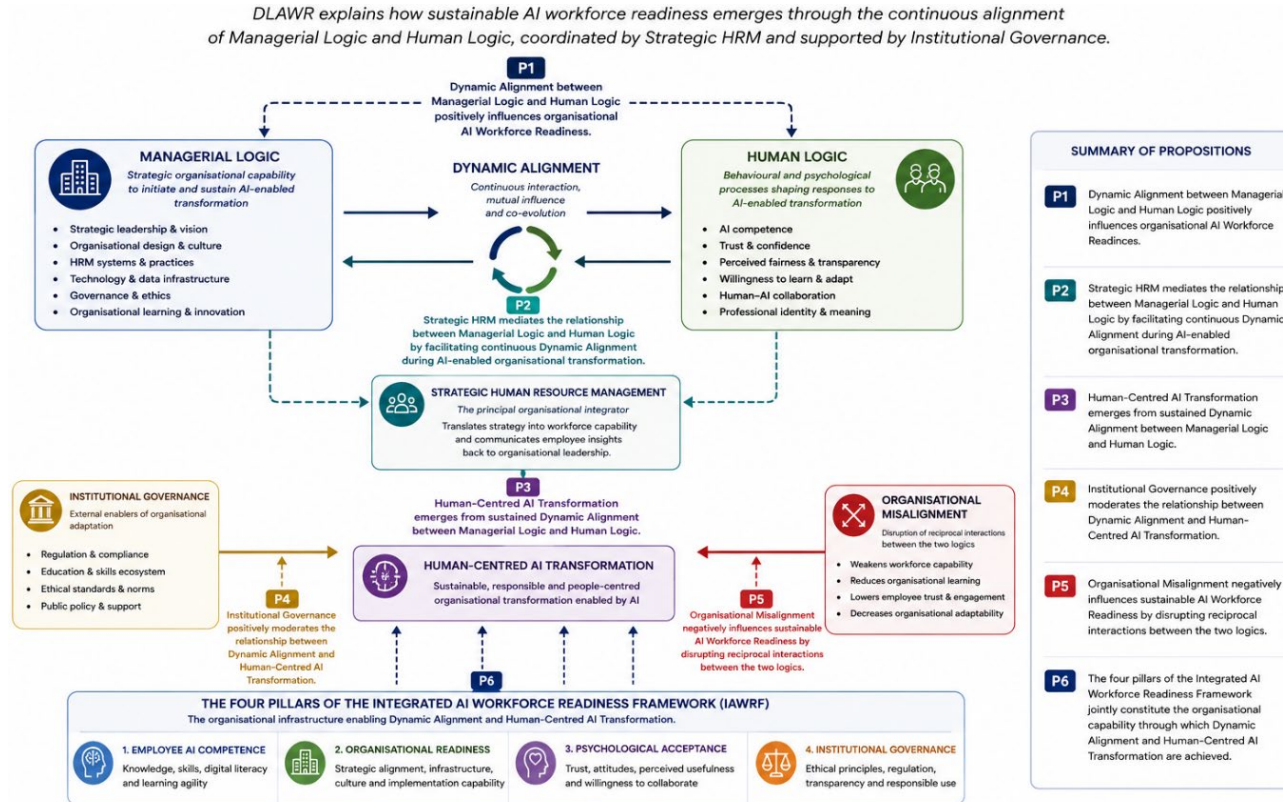
Proposition 4. Institutional Governance positively moderates the relationship between Dynamic Alignment and Human-Centred AI Transformation.

Conversely, persistent organisational misalignment weakens workforce capability, organisational learning, employee trust, and organisational adaptability, thereby reducing the long-term sustainability of AI implementation regardless of technological investment.

Proposition 5. Organisational Misalignment negatively influences sustainable AI Workforce Readiness by disrupting reciprocal interactions between Managerial Logic and Human Logic.

Finally, DLAWR assumes that the four organisational capabilities identified within the IAWRF constitute the organisational infrastructure through which Dynamic Alignment becomes possible. Employee AI Competence, Organisational Readiness, Psychological Acceptance, and Institutional Governance therefore operate as mutually reinforcing organisational capabilities supporting the proposed theory.

Proposition 6. The four pillars of the IAWRF jointly constitute the organisational capability through which Dynamic Alignment and Human-Centred AI Transformation are achieved.



Source: Authors' own conceptualisation based on the literature review and empirical findings.

Figure 3: Theoretical Propositions of the DLAWR

Source: Authors' own conceptualisation based on the literature review and empirical findings.

Together, these propositions position DLAWR as a testable organisational theory capable of supporting future empirical investigation across diverse organisational and institutional contexts. While developed within the context of AI-enabled organisational transformation, the proposed propositions may also provide a conceptual foundation for future research examining broader relationships between digital transformation, Strategic HRM, organisational capability, and responsible technological innovation.

Figure 3 illustrates the conceptual architecture of the DLAWR and summarises the six theoretical propositions developed in this study. The model explains how Dynamic Alignment between Managerial Logic and Human Logic, mediated by Strategic HRM and supported by Institutional Governance, enables Human-Centred AI Transformation. The figure also demonstrates how the four pillars of the IAWRF collectively provide the organisational capability through which sustainable AI workforce readiness emerges.

The conceptual architecture developed in this chapter provides the theoretical foundation for the empirical operationalisation presented in Chapter 4.



4 Research Design and Methodology

This chapter translates the conceptual assumptions of the IAWRF and the DLAWR into an empirical research design. It explains the methodological choices, data collection procedures, analytical strategy, and ethical considerations underpinning the empirical investigation.

4.1 Research Design

The empirical component of this study was designed to operationalise the conceptual dimensions of the IAWRF developed in Chapter 3.

The choice of research design reflects the central theoretical proposition advanced in this article: organisational AI readiness cannot be adequately explained from a single stakeholder perspective. Successful AI implementation emerges through continuous interaction between organisational preparedness and workforce acceptance. Consequently, both perspectives must be investigated simultaneously to obtain a comprehensive understanding of AI-driven workforce transformation.

The study therefore combines two exploratory quantitative surveys conducted within the Slovenian context. The first survey targeted AI experts representing academia, industry, and the public sector, while the second survey examined perceptions among members of the general public representing current and future employees. Although both surveys were originally developed independently to

address different research questions, their conceptual integration provides a unique opportunity to examine AI readiness from complementary organisational and human logics.

Rather than treating these surveys as separate empirical investigations, the present study conceptualises them as complementary components of a unified research design. The expert survey primarily operationalises the organisational dimension of AI readiness by capturing perceptions related to technological competence, organisational implementation, governance, productivity, and strategic preparedness. In contrast, the public survey operationalises the workforce dimension by examining employee attitudes, willingness to adapt, perceptions of AI-related opportunities and risks, professional identity, and readiness for lifelong learning.

This integrated design offers several methodological advantages. First, it reduces the risk of interpreting AI implementation exclusively through managerial or technological perspectives. Second, it enables comparison between organisational and workforce expectations regarding AI-driven transformation. Third, it provides an empirical basis for evaluating the theoretical assumption that AI workforce readiness emerges through the alignment of organisational capability and employee acceptance.

The study adopts an **exploratory cross-sectional design**. Given the rapid evolution of AI technologies and the relatively limited availability of integrated empirical evidence within HRM research, an exploratory approach is appropriate for identifying relationships, conceptual patterns, and theoretical propositions that may guide future confirmatory research (Creswell & Creswell, 2023). Rather than testing causal effects, the study seeks to evaluate the explanatory value of the proposed theoretical framework by comparing complementary stakeholder perspectives within a shared conceptual model.

The research design was intentionally aligned with the theoretical architecture of the IAWRF and the DLAWR. Accordingly, the empirical investigation was structured to capture evidence corresponding to each of the four IAWRF pillars while simultaneously reflecting the two complementary organisational logics proposed by DLAWR. This alignment ensured conceptual consistency between the theoretical development presented in Chapter 3 and the empirical analyses reported in the

following chapters. Rather than testing isolated variables, the study examined how organisational and workforce perspectives jointly contribute to understanding AI workforce readiness as a multidimensional organisational capability.

4.2 Comparative Research Design

The present study employs a **comparative, cross-sectional research design** integrating two complementary empirical datasets collected within the Slovenian context. Unlike conventional AI adoption studies, which typically examine either organisational stakeholders or employees independently, this research adopts a dual-perspective design that simultaneously captures organisational and workforce dimensions of AI readiness.

The comparative design was selected because the proposed **DLAWR** assumes that successful organisational AI implementation cannot be adequately explained through a single stakeholder perspective. Organisational readiness emerges from the interaction between strategic organisational capability and workforce acceptance, requiring empirical evidence from both organisational experts and members of the general workforce.

The comparative design integrates two complementary empirical perspectives. The expert survey captures the organisational perspective by examining AI implementation, governance, organisational capability, and strategic preparedness. The public survey captures the workforce perspective by focusing on AI awareness, trust, professional identity, willingness to adapt, and lifelong learning. Together, these complementary datasets provide an integrated empirical basis for examining AI Workforce Readiness through both Managerial Logic and Human Logic.

The integration of these datasets enables examination of AI readiness from two complementary analytical perspectives. Whereas expert respondents evaluate AI primarily as an organisational and strategic capability, members of the public evaluate AI through anticipated workplace experiences and personal adaptation. The combination of both perspectives provides a more comprehensive understanding of AI workforce readiness than either perspective alone.

Importantly, the comparative design does not seek to determine which stakeholder group provides a more accurate assessment of AI implementation. Instead, both perspectives are considered equally valid because they reflect different dimensions of the same organisational phenomenon. Experts contribute knowledge regarding implementation capability, governance, and organisational transformation, whereas the public contributes insight into employee acceptance, adaptation, and perceived organisational legitimacy.

This complementary perspective is fully consistent with the theoretical assumptions of the IAWRF, which conceptualises organisational AI readiness as a multidimensional capability emerging through continuous interaction between organisational preparedness and workforce acceptance.

Furthermore, the study adopts an **exploratory comparative design** rather than a confirmatory causal design. Given the relatively limited sample sizes and the pilot character of both empirical investigations, the objective is not to establish universal causal relationships but to identify meaningful patterns of convergence and divergence between stakeholder perspectives. These patterns subsequently serve to refine the proposed theoretical framework and to inform future large-scale investigations.

The comparative design therefore serves two complementary purposes. Empirically, it enables the integration of organisational and human logics into a unified analytical framework. Theoretically, it provides the methodological foundation for evaluating the assumptions underlying the DLAWR and for further developing the concept of Integrated AI Workforce Readiness within strategic HRM.

4.3 Research Population and Data Sources

To empirically examine the proposed conceptual framework, the study combines two independently conducted exploratory surveys that investigate complementary aspects of AI adoption in Slovenia. Although the surveys were originally designed to address different research objectives, both examine dimensions directly relevant to AI workforce readiness and therefore provide an appropriate empirical basis for integrated analysis.

The first dataset comprises responses from **19 AI experts** representing academia, industry, and public institutions. Respondents were selected using purposive sampling to ensure substantial expertise in AI and direct involvement in AI-related projects. Participants included researchers, software developers, engineers, consultants, managers, and strategic advisors responsible for AI implementation, policy development, or technological innovation. The expert survey focused primarily on organisational capability by examining AI competencies, implementation practices, productivity impacts, governance mechanisms, educational needs, and institutional support.

The second dataset consists of responses from **26 members of the general public**, representing individuals with diverse educational backgrounds, employment sectors, and levels of experience with AI technologies. Unlike the expert sample, this survey was designed to explore perceptions of AI among potential employees and citizens rather than technology specialists. Particular emphasis was placed on understanding public attitudes towards AI, willingness to engage in lifelong learning, perceived risks and opportunities, trust in AI systems, professional identity, and broader societal implications of AI-driven transformation.

Table 3: Characteristics of the Empirical Datasets

Characteristic	Expert Survey	Public Survey
Respondents	AI experts	Members of the general public
Sample size	19	26
Sampling strategy	Purposive sampling	Voluntary participation
Primary analytical perspective	Organisational capability	Workforce acceptance
Main research focus	AI competence, implementation, governance, productivity	AI perceptions, identity, trust, adaptation
Contribution to IAWRF	Employee AI Competence, Organisational Readiness, Institutional Governance	Psychological Acceptance, Employee AI Competence
Contribution to DLAWR	Managerial logic	Human logic

Source: Authors' own compilation.

Although both surveys employed different questionnaires, they share several conceptual domains directly aligned with the IAWRF. These include competence development, attitudes towards AI, organisational adaptation, education and lifelong learning, governance, and perceived future impacts of AI. Consequently, the two datasets are not treated as separate empirical studies but as complementary sources of evidence informing different dimensions of the same theoretical construct.

Table 3 summarises the principal characteristics of the two datasets.

Although both datasets are modest in size, their value lies in theoretical complementarity rather than statistical representativeness. The purpose of the empirical investigation was not to estimate population parameters but to explore convergent and divergent patterns between organisational and workforce perspectives that informed the development of the proposed conceptual framework. Such an approach is consistent with exploratory theory-building research in strategic management and organisational studies (Eisenhardt, 1989; Edmondson & McManus, 2007).

4.4 Harmonisation of the Two Datasets

The principal methodological challenge of the present study was the integration of two independently designed empirical datasets into a coherent analytical framework capable of supporting the proposed DLAWR. The expert survey and the public survey were originally developed for different research purposes and therefore employed distinct questionnaires, sampling strategies, and analytical emphases. Consequently, direct comparison at the level of individual questionnaire items would neither be methodologically appropriate nor theoretically meaningful.

Rather than comparing identical survey items, this study adopts a **construct-oriented harmonisation approach**, whereby variables from both datasets are mapped onto higher-order theoretical constructs derived from the IAWRF. This approach is consistent with recommendations in organisational and behavioural research, where conceptually equivalent indicators originating from different instruments may be integrated through latent theoretical constructs rather than through direct item equivalence (Hair et al., 2022; DeVellis & Thorpe, 2021).

The harmonisation procedure therefore did not seek measurement equivalence at the questionnaire level. Instead, it aimed to establish **conceptual equivalence**, recognising that different respondent groups may express the same underlying organisational phenomenon through different observable indicators. Within this study, both surveys were interpreted as complementary measurements of the broader construct of AI workforce readiness.

The expert survey primarily operationalises organisational-level dimensions, including AI competence, organisational implementation, productivity, governance mechanisms, and educational preparedness. These variables predominantly inform the IAWRF dimensions of **Employee AI Competence**, **Organisational Readiness**, and **Institutional Governance**.

Conversely, the public survey operationalises workforce-level dimensions, including perceptions of AI, willingness to retrain, trust, professional identity, perceived risks, and adaptation to organisational change. These variables primarily inform the dimensions of **Psychological Acceptance** and selected aspects of **Employee AI Competence**, particularly those related to lifelong learning and perceived capability development.

Accordingly, both datasets were conceptualised as complementary rather than competing empirical representations of AI workforce readiness.

Figure 4 illustrates the harmonisation logic adopted within **the proposed framework**.

Figure 4 illustrates the theory-driven harmonisation of the expert and public surveys within measurement equivalence at the questionnaire level; the harmonisation process maps conceptually related variables from both datasets onto the four IAWRF dimensions. This procedure enables complementary organisational and workforce perspectives to be integrated into a coherent analytical framework supporting the empirical development of the DLAWR. The harmonisation process was implemented in three consecutive stages.

In the first stage, all questionnaire items from both surveys were reviewed independently by the authors and classified according to their conceptual relevance to one of the four IAWRF pillars. Classification was guided by theoretical definitions established in Chapter 3 rather than by statistical similarity alone. This procedure ensured that operationalisation remained theory-driven throughout the study.

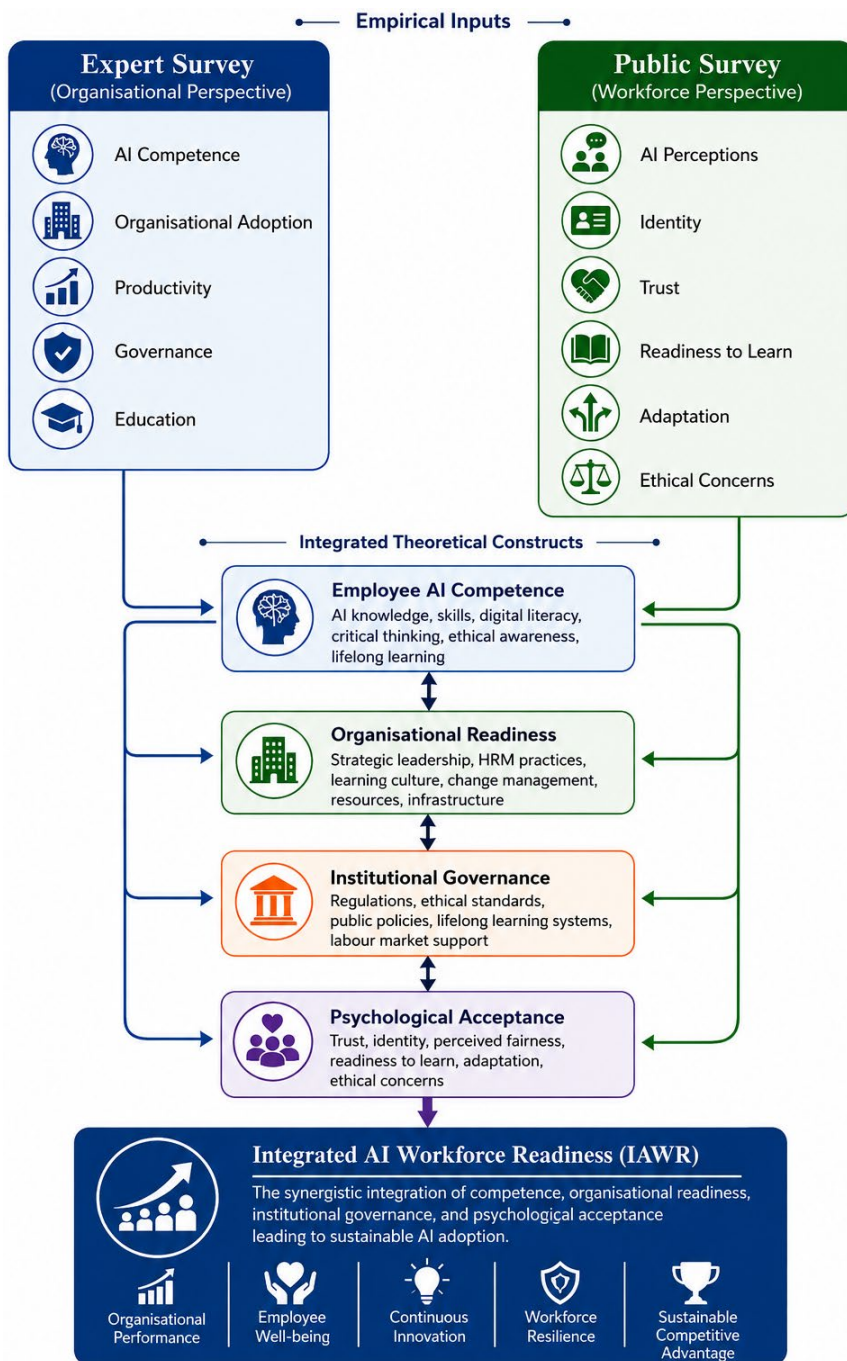


Figure 4: Theory-Driven Harmonisation of the Expert and Public Surveys within the IAWRF

Source: Authors' own conceptualisation based on the literature review and empirical findings.

In the second stage, conceptually related questionnaire items were aggregated into common analytical dimensions. Variables referring to AI knowledge, technical competence, and lifelong learning were assigned to the **Employee AI Competence** pillar. Items addressing organisational implementation, strategic adaptation, productivity, and leadership were classified under **Organisational Readiness**. Questions related to trust, professional identity, perceived usefulness, willingness to adapt, and organisational acceptance were grouped within **Psychological Acceptance**. Finally, variables concerning regulation, ethics, public investment, educational policy, and governance were assigned to **Institutional Governance**.

In the third stage, the four conceptual pillars served as the basis for constructing an integrated analytical framework that enabled comparative interpretation across stakeholder groups. Rather than producing identical numerical scores for both datasets, the harmonised constructs allowed meaningful comparison at the level of theoretical dimensions. This approach is particularly appropriate for exploratory research, where conceptual integration takes precedence over strict psychometric equivalence.

Table 4 presents the mapping matrix used during the harmonisation process.

Table 4: Operational Structure of the IAWRF

IAWRF pillar	Expert survey	Public survey	Purpose in integrated analysis
Employee AI Competence	AI knowledge; AI implementation skills; participation in AI projects; lifelong learning	Familiarity with AI; willingness to learn; perceived need for retraining	Measures workforce capability to engage with AI
Organisational Readiness	AI implementation; productivity; organisational strategy; leadership; organisational adaptation	Perceived organisational preparedness (where applicable)	Measures organisational capability to implement AI
Psychological Acceptance	Perceived usefulness; organisational trust (selected items)	Trust; identity; perceived risks; willingness to adapt; attitudes towards AI	Measures employee readiness to accept AI
Institutional Governance	Regulation; ethics; education policy; government support	Expectations regarding regulation; ethical concerns; educational support	Measures external enabling environment

Source: Authors' own compilation.

The harmonisation procedure represents an important methodological contribution of the present study. Instead of attempting to merge two independent questionnaires at the level of individual items, the proposed approach integrates them through theoretically grounded latent constructs. This strategy allows both empirical datasets to retain their contextual specificity while simultaneously contributing to a unified explanation of AI workforce readiness.

Furthermore, the harmonisation process provides the methodological foundation for the IAWRC, which is operationalised in the following section. By establishing common conceptual dimensions across both stakeholder groups, the study creates a coherent analytical framework capable of examining AI readiness as a multidimensional organisational capability rather than as a collection of isolated technological or psychological factors.

4.5 Operationalisation of the IAWRC

Building upon the IAWRF and the DLAWR, this study operationalises the **IAWRC** as the empirical representation of organisational AI workforce readiness. Whereas the IAWRF defines the four theoretical dimensions of workforce readiness and DLAWR explains the dynamic relationships through which these dimensions interact during AI-enabled organisational transformation, the IAWRC translates these theoretical constructs into an analytical framework suitable for empirical investigation.

The IAWRC is not intended to function as a universal AI maturity index or a standardised psychometric instrument. Rather, it serves as a theory-driven composite framework that enables the systematic operationalisation and empirical examination of organisational AI workforce readiness. Its primary purpose is to provide a coherent analytical structure through which multiple organisational capabilities can be examined simultaneously while preserving the conceptual integrity of the proposed theoretical model.

The operationalisation of the framework is based on the assumption that organisational AI workforce readiness represents a higher-order organisational capability emerging from the interaction of four interrelated dimensions identified within the IAWRF:

- **Employee AI Competence**
- **Organisational Readiness**
- **Psychological Acceptance**
- **Institutional Governance**

These dimensions cannot be observed directly. Instead, each represents a latent organisational capability operationalised through multiple empirical indicators derived from the two complementary survey instruments. Collectively, these indicators provide a multidimensional representation of organisational AI workforce readiness, allowing the framework to capture organisational, behavioural, psychological, and institutional aspects of AI implementation.

A distinctive feature of the IAWRC is the integration of evidence obtained from two complementary stakeholder groups. The expert survey provides information regarding organisational capability, strategic preparedness, governance mechanisms, leadership, and AI implementation practices. The public survey captures employee-related dimensions, including AI competence, trust, psychological acceptance, perceived organisational support, and willingness to engage in AI-enabled work environments. The integration of these complementary perspectives reflects the central assumption of DLAWR that organisational AI workforce readiness cannot be adequately understood from either an organisational or an employee perspective alone.

Accordingly, the IAWRC operationalises AI workforce readiness as a multidimensional organisational construct emerging from the combined interaction of organisational capability, workforce capability, and institutional conditions. Rather than evaluating isolated organisational characteristics, the framework enables a comprehensive empirical assessment consistent with the theoretical architecture proposed in Chapters 3.1 and 3.2. In doing so, the IAWRC provides the methodological bridge between the conceptual development of the IAWRF and DLAWR and the empirical analyses presented in the following sections.

4.5.1 Construction Principles

The IAWRC was constructed according to four methodological principles.

First, operationalisation is **theory-driven**.

Indicators were assigned to conceptual dimensions according to the theoretical definitions established in Chapter 3 rather than statistical proximity alone. This procedure ensures consistency between theoretical development and empirical operationalisation.

Second, dimensions are treated as **complementary rather than hierarchical**.

The framework assumes that weaknesses in one dimension cannot necessarily be compensated by strengths in another. For example, organisations characterised by advanced technological competence, but low workforce acceptance cannot be considered fully AI-ready.

Third, stakeholder perspectives remain analytically distinguishable.

Rather than averaging expert and public responses into a single score, the framework preserves organisational and human logics as complementary sources of evidence contributing to the same higher-order construct.

Fourth, the framework assumes conceptual complementarity among all four dimensions.

Given the exploratory purpose of the study, the framework does not assign differential theoretical importance to individual dimensions. Instead, Employee AI Competence, Organisational Readiness, Psychological Acceptance, and Institutional Governance are conceptualised as mutually reinforcing organisational capabilities whose combined interaction determines overall AI workforce readiness. This assumption is fully consistent with the theoretical architecture of both the IAWRF and the DLAWR.

4.5.2 Operational Structure of the Composite Framework

Figure 5 illustrates the operational structure of the IAWRC. Rather than representing a sequential process, the four dimensions—Employee AI Competence, Organisational Readiness, Psychological Acceptance, and Institutional Governance—operate as complementary and mutually reinforcing organisational capabilities. Their continuous interaction forms the multidimensional construct of Integrated AI

Workforce Readiness, which supports comparative empirical analysis, theory-guided interpretation, and Human-Centred AI Transformation.

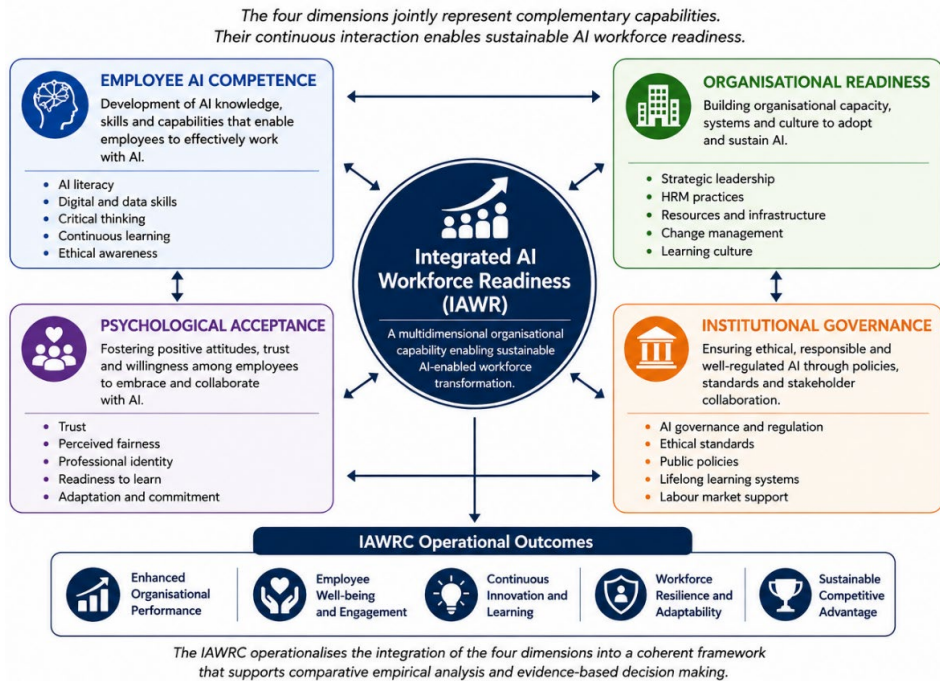


Figure 5: Operational Structure of the IAWRC

Source: Authors' own conceptualisation based on the literature review and empirical findings.

The operational structure of the IAWRC does not imply a causal sequence among the four dimensions. Instead, Employee AI Competence, Organisational Readiness, Psychological Acceptance, and Institutional Governance jointly represent complementary manifestations of organisational AI workforce readiness. Their empirical integration reflects the multidimensional character of the proposed theoretical framework while preserving the conceptual distinctiveness of each organisational capability.

The harmonisation of constructs demonstrates that both empirical datasets can be consistently interpreted through the four dimensions of the IAWRF. Although the expert survey primarily captures organisational capabilities and implementation processes, whereas the public survey reflects employee perceptions, adaptation, and trust, both datasets converge around the same multidimensional structure. This

convergence provides initial empirical support for the theoretical assumption that organisational AI workforce readiness represents an integrated organisational capability emerging from the interaction of organisational structures, workforce capability, psychological readiness, and institutional governance, rather than from isolated technological or behavioural factors.

Table 5: Operational Structure of the IAWRC

IAWRF Dimension	Underlying Organisational Capability	Representative Empirical Indicators	Contribution to the IAWRC
Employee AI Competence	Workforce capability to understand, use, and continuously develop AI-related knowledge and skills	AI literacy, technical competence, participation in AI projects, willingness to learn, lifelong learning	Human capability dimension
Organisational Readiness	Organisational capability to implement AI strategically and support organisational change	AI implementation, leadership, organisational learning, productivity, strategic adaptation	Managerial capability dimension
Psychological Acceptance	Employee willingness to engage constructively with AI-enabled work	Trust, perceived usefulness, professional identity, willingness to adapt, organisational justice	Human-centred implementation dimension
Institutional Governance	External institutional capability supporting responsible AI implementation	Ethics, regulation, educational policy, government support, governance mechanisms	Institutional enabling dimension
Higher-order organisational capability	Integrated AI Workforce Readiness	Emergent capability arising from the continuous interaction of the four dimensions	Higher-order construct operationalised through the IAWRC

Source: Authors' own compilation.

4.5.3 Analytical Interpretation

The IAWRC is intended to support multidimensional interpretation rather than the calculation of a single composite readiness score. Consistent with the IAWRF and the DLAWR, organisational AI workforce readiness is interpreted as an emergent organisational capability resulting from the combined development of Employee AI Competence, Organisational Readiness, Psychological Acceptance, and Institutional Governance.

Organisations demonstrating balanced development across all four dimensions may be considered to possess a high level of integrated AI workforce readiness, thereby creating favourable conditions for sustainable Human-Centred AI Transformation. Conversely, substantial imbalance among the dimensions—particularly between organisational capability and workforce acceptance—may constrain AI implementation despite considerable technological investment. The analytical interpretation therefore emphasises organisational alignment rather than technological maturity alone, reflecting the central proposition of the DLAWR that sustainable AI transformation depends upon Dynamic Alignment between Managerial Logic and Human Logic.

Accordingly, the IAWRC functions not only as an analytical framework for the present study but also as a methodological foundation for future empirical validation and refinement of the proposed theoretical model.

4.5.4 Contribution of the Composite Framework

The IAWRC represents the methodological extension of the theoretical architecture proposed in this monograph. By translating the conceptual dimensions of the IAWRF into empirically observable constructs, the framework establishes a coherent analytical bridge between theory development and empirical investigation. At the same time, it operationalises the central assumptions of the DLAWR by integrating organisational capability and workforce capability within a unified analytical structure.

Unlike conventional AI maturity assessments that predominantly evaluate technological capability, the IAWRC incorporates organisational, human, psychological, and institutional dimensions of AI workforce readiness. Consequently, the framework enables a more comprehensive interpretation of organisational AI readiness while preserving the conceptual distinctiveness of each dimension.

The proposed framework should therefore be regarded as an exploratory methodological contribution intended to support future refinement, empirical validation, and comparative application across different organisational and institutional contexts. Its primary contribution lies not in producing a universal measurement instrument but in providing a theoretically grounded operational

framework capable of supporting cumulative research on AI workforce readiness and Human-Centred AI Transformation.

4.6 Variables and Operationalisation

The operationalisation of variables followed the theoretical architecture established by the IAWRF. Rather than organising variables according to the structure of the two questionnaires, all indicators were classified into theoretically defined constructs representing the four dimensions of AI workforce readiness. This theory-driven approach ensured conceptual consistency between the conceptual framework (IAWRF), the explanatory theory (DLAWR), and the empirical investigation.

Operationalisation was therefore conducted at the construct level rather than at the level of individual questionnaire items. Conceptually equivalent indicators from the expert and public surveys were grouped within common theoretical dimensions, allowing both datasets to be interpreted within a unified analytical framework while preserving their contextual specificity.

Accordingly, four analytical constructs were established: Employee AI Competence, Organisational Readiness, Psychological Acceptance, and Institutional Governance. Together, these constructs constitute the empirical operationalisation of Integrated AI Workforce Readiness and provide the analytical basis for all subsequent descriptive, comparative, correlation, and regression analyses.

Employee AI Competence

The first construct represents employees' capability to understand, use, and critically evaluate AI technologies. This construct encompasses technical knowledge, AI literacy, problem-solving ability, willingness to participate in AI-related projects, and readiness for continuous competence development. Within the expert dataset, the construct was operationalised through variables measuring AI knowledge, implementation capability, participation in AI initiatives, and lifelong learning. Within the public dataset, operationalisation focused on familiarity with AI technologies, perceived preparedness to use AI, and willingness to acquire new competencies.

Within the IAWRF, Employee AI Competence represents the human capability dimension of organisational AI workforce readiness. In accordance with the DLAWR, this construct contributes to Human Logic by reflecting employees' ability, confidence, and willingness to engage with AI-enabled work. Consequently, competence is interpreted not merely as technical knowledge but as a strategic organisational capability supporting continuous learning, adaptability, and Human-Centred AI Transformation.

Organisational Readiness

The second construct reflects the organisation's capacity to integrate AI strategically into organisational processes and HRM practices. Variables associated with this construct include organisational implementation of AI, perceived productivity improvements, strategic adaptation, leadership support, organisational learning, and overall organisational preparedness.

Because organisational capability was primarily assessed by AI experts directly involved in implementation activities, this construct was operationalised predominantly using the expert dataset. Public responses relating to organisational preparedness were used only as supplementary contextual indicators.

Within the IAWRF, Organisational Readiness represents the structural capability through which technological innovation becomes embedded in organisational routines and business processes.

Psychological Acceptance

The third construct captures employees' psychological readiness to engage with AI-supported work environments. Unlike traditional technology acceptance research, which emphasises perceived usefulness and ease of use, the present study conceptualises psychological acceptance more broadly by incorporating organisational trust, perceived fairness, professional identity, willingness to adapt, and confidence in future employability.

Operationalisation of this construct relied primarily on the public survey because members of the general public provide direct insight into employee expectations, concerns, and anticipated behavioural responses to AI-driven organisational change.

Selected expert variables concerning organisational trust and perceived usefulness were included only where conceptually relevant.

Within the proposed theoretical architecture, Organisational Readiness represents the structural capability through which organisations create the conditions necessary for successful AI implementation. It encompasses leadership commitment, strategic HRM, organisational learning, technological preparedness, and organisational adaptability. Within DLAWR, this construct forms one of the principal components of Managerial Logic by representing the organisation's capacity to initiate, coordinate, and sustain AI-enabled transformation.

Institutional Governance

The fourth construct represents the broader institutional environment supporting responsible AI implementation. Variables associated with this dimension include ethical standards, regulatory frameworks, government support for AI development, educational policy, public investment in lifelong learning, and expectations regarding responsible AI governance.

Both empirical datasets contributed to operationalising this construct. Experts evaluated the adequacy of governance mechanisms from an implementation perspective, whereas members of the public expressed expectations regarding regulation, education, and ethical oversight. Combining these perspectives provides a broader understanding of institutional readiness for AI-driven workforce transformation.

Psychological Acceptance is conceptualised as an organisational capability rather than merely an individual attitude. Consistent with DLAWR, this construct represents a core component of Human Logic by explaining how organisational trust, perceived fairness, participation, professional identity, and confidence in AI influence employees' willingness to engage with AI-enabled organisational transformation.

Institutional Governance represents the broader contextual environment within which organisational AI transformation occurs. It encompasses ethical principles, regulatory frameworks, educational systems, public investment, and societal expectations regarding responsible AI. Within DLAWR, Institutional Governance

functions as an enabling condition that supports—or constrains—the Dynamic Alignment between Managerial Logic and Human Logic throughout the AI transformation process.

Integrated Operationalisation

The four analytical constructs were not interpreted as independent variables, but as mutually reinforcing dimensions of a higher-order organisational capability termed **Integrated AI Workforce Readiness**. This operationalisation directly reflects the theoretical assumptions of the IAWRF and DLAWR, according to which organisational AI workforce readiness emerges through the continuous interaction of organisational capability, workforce capability, psychological readiness, and institutional governance.

Rather than examining isolated organisational characteristics, the empirical analysis focuses on the degree to which these four dimensions collectively support Human-Centred AI Transformation. Consequently, the operational model enables both organisational and workforce perspectives to be interpreted within a unified theoretical framework while preserving the conceptual distinction between Managerial Logic and Human Logic.

The operationalisation strategy adopted in this study therefore provides the methodological bridge between the conceptual architecture proposed in Chapters 3.1 and 3.2 and the empirical analyses presented in the following chapters. By translating the theoretical pillars of the IAWRF into observable analytical constructs, the study establishes a coherent framework for examining organisational AI workforce readiness through the complementary perspectives of Strategic HRM, organisational capability, workforce capability, and institutional governance.

Theory-driven operationalisation of the four constructs using two complementary empirical datasets.



Source: Authors' own conceptualisation based on the literature review and empirical findings.

Figure 6: Theory-Driven Operationalisation of Integrated AI Workforce Readiness
Source: Authors' own conceptualisation based on the literature review and empirical findings.

4.7 Statistical Analysis

The statistical analysis was designed to operationalise the theoretical architecture proposed in Chapters 3 and 4 and to provide empirical evidence supporting the IAWRF, the DLAWR, and the IAWRC. Given the exploratory nature of the research, the relatively small sample sizes, and the theory-building orientation of the study, the analytical strategy focused on identifying meaningful organisational patterns and relationships rather than on confirmatory hypothesis testing or statistical generalisation.

Accordingly, the statistical analysis followed a **sequential analytical approach** consisting of four complementary stages.

Descriptive analysis

The first stage comprised descriptive statistical analysis. Frequencies, percentages, means, and standard deviations were calculated for all variables to provide an overview of respondents' perceptions regarding AI, organisational readiness, competence development, psychological acceptance, and institutional governance.

For Likert-scale variables, measures of central tendency and dispersion were used to identify dominant response patterns within each stakeholder group. Dimension-level aggregation was subsequently performed to facilitate interpretation of broader conceptual constructs corresponding to the four pillars of the IAWRF.

Descriptive statistics provided the empirical foundation for evaluating the relative expression of each IAWRF dimension within both stakeholder groups. Rather than functioning solely as a summary of responses, descriptive findings constituted the first analytical step in examining how organisational capability, workforce capability, psychological readiness, and institutional governance were represented within the empirical data.

Comparative analysis

The second stage focused on comparative analysis between the two stakeholder groups.

Because the expert and public surveys examined complementary rather than identical respondent populations, comparisons were conducted at the level of theoretical constructs rather than individual questionnaire items.

Comparative interpretation therefore emphasised similarities and differences between organisational and human logics regarding:

- AI competence,
- organisational preparedness,
- psychological acceptance,
- institutional governance,
- readiness for lifelong learning,
- perceived opportunities and risks associated with AI.

Construct-level comparison enabled the complementary perspectives of experts and the general public to be interpreted within the common theoretical architecture of the IAWRF. Rather than evaluating agreement between stakeholder groups, comparative analysis examined how each perspective contributed to understanding the Dynamic Alignment between Managerial Logic and Human Logic proposed by DLAWR.

Exploratory inferential analysis

The third stage consisted of exploratory inferential statistical analyses conducted separately within each dataset.

For variables measured on ordinal Likert scales, **Spearman's rank-order correlation coefficients** were calculated to examine associations among selected constructs representing competence, organisational implementation, productivity, governance, psychological acceptance, and lifelong learning.

Spearman's correlation was selected because it does not assume normally distributed variables and is considered appropriate for ordinal data obtained from relatively small samples (Field, 2018).

Where appropriate, **multiple linear regression analysis** was employed to examine the relative contribution of selected predictors to perceived organisational outcomes. Given the exploratory nature of the research, regression models were interpreted primarily as indicators of directional relationships rather than as evidence of causal effects.

Accordingly, inferential analyses were interpreted as exploratory evidence informing theory development rather than as definitive statistical verification. The objective was to examine the plausibility and empirical coherence of the theoretical relationships proposed by IAWRF and DLAWR, thereby supporting future confirmatory research rather than replacing it.

Theory-Guided Interpretation

A distinctive feature of the present study is that statistical findings were interpreted through an explicitly theory-driven analytical strategy. Rather than analysing descriptive statistics, comparative results, correlations, and regression models as isolated empirical observations, all findings were interpreted within the conceptual architecture established by the IAWRF, the DLAWR, and the IAWRC.

Consequently, the primary objective of the analysis was not to determine whether experts and members of the public expressed identical perceptions of AI. Instead, the analysis examined how each stakeholder group contributed complementary evidence regarding organisational capability, workforce capability, psychological acceptance, and institutional governance.

This analytical strategy enabled empirical findings from two independent datasets to be synthesised within a single theoretical framework, thereby strengthening the conceptual coherence of the proposed model. Statistical analysis therefore functioned as a mechanism for empirical theory refinement rather than as an end in itself, supporting the development of an integrated explanation of Human-Centred AI Transformation.

Analytical software

All statistical analyses were performed using **IBM SPSS Statistics (Version 31)**.

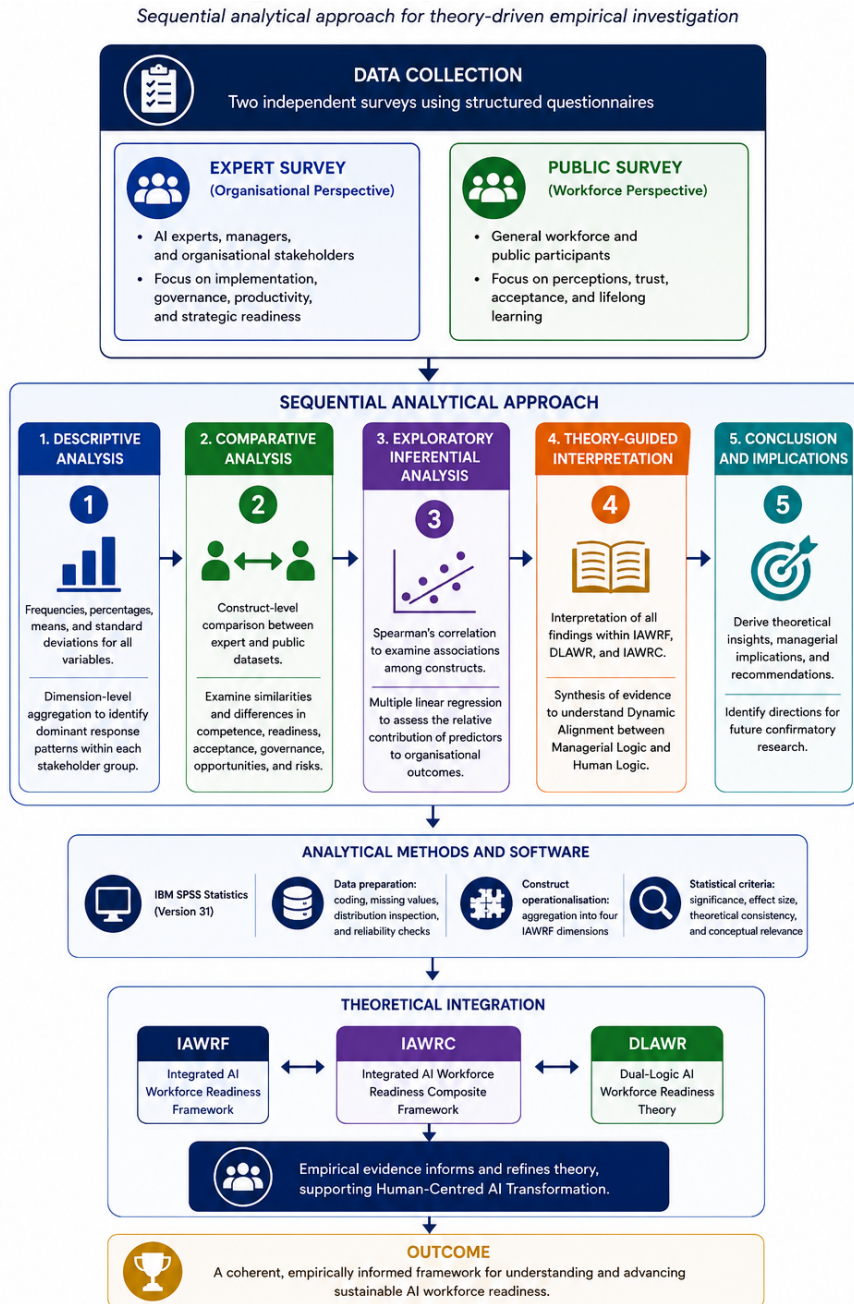


Figure 7: Theory-Driven Analytical Procedure for the Development of the IAWRF
Source: Authors' own conceptualisation based on the literature review and empirical findings.

Data preparation included coding of categorical variables, verification of missing values, inspection of response distributions, and aggregation of variables into the four theoretical dimensions of the IAWRF.

Given the exploratory orientation of the study, statistical significance was interpreted alongside effect size, theoretical consistency, and conceptual relevance. Particular emphasis was placed on identifying coherent organisational patterns capable of informing theory development and supporting the refinement of the IAWRF, the DLAWR, and the IAWRC rather than on isolated statistically significant findings.

Figure 7 illustrates the sequential analytical procedure adopted in the present study. Beginning with two complementary empirical datasets, the analysis progresses through descriptive, comparative, and exploratory inferential analyses before integrating findings through theory-guided interpretation. This process supports the empirical refinement of the IAWRF, the development of the IAWRC, and the DLAWR, ultimately contributing to a coherent explanation of Human-Centred AI Transformation.

4.8 Reliability and Trustworthiness of the Research Design

The credibility of empirical research depends not only on statistical procedures but also on the transparency and coherence of the overall research design. Consistent with the exploratory objectives of the present study, reliability and trustworthiness were addressed through multiple complementary methodological strategies encompassing research design, data collection, theoretical operationalisation, and analytical interpretation.

Unlike confirmatory studies designed to validate predefined measurement models, the present research adopts a theory-building perspective aimed at developing and refining an integrated conceptual explanation of AI workforce readiness. Accordingly, methodological rigour is evaluated primarily through conceptual coherence, theoretical consistency, and transparency of analytical procedures rather than through psychometric optimisation alone.

The first source of methodological reliability derives from the use of **two independent empirical datasets** representing complementary stakeholder perspectives. The expert survey provides insight into organisational capability,

implementation practices, governance mechanisms, and strategic AI adoption, whereas the public survey captures workforce attitudes, psychological acceptance, and perceived implications of AI-driven organisational transformation. Although collected independently, the two datasets converge on the common phenomenon of AI workforce readiness, enabling methodological triangulation across different respondent groups.

Second, reliability was strengthened through **theory-driven operationalisation**. Rather than analysing isolated questionnaire items, variables were systematically organised according to the four conceptual dimensions of the IAWRF. This procedure ensured that empirical analysis remained fully aligned with the conceptual assumptions developed in Chapters 2 and 3, thereby ensuring direct conceptual alignment between the IAWRF, DLAWR, the IAWRC, and the empirical analyses presented in the following chapters.

Third, analytical reliability was supported by the use of established statistical procedures appropriate for exploratory social science research. Descriptive statistics, comparative analyses, Spearman's rank-order correlations, and exploratory regression analyses were selected because they correspond to the level of measurement, sample characteristics, and research objectives. Particular attention was devoted to consistency between analytical techniques and the theoretical propositions guiding the study.

The study also adopted several procedures intended to enhance analytical transparency. Data coding followed predefined coding schemes, statistical analyses were conducted systematically across both datasets, and interpretation remained grounded in the proposed conceptual framework rather than isolated statistical significance. This approach reduces the likelihood of post hoc interpretation and strengthens the logical consistency of empirical conclusions.

A further strength of the research design lies in its use of **conceptual triangulation**. While triangulation traditionally refers to the integration of multiple data sources, methods, or theoretical perspectives to investigate the same phenomenon (Denzin, 1978), the present study extends this principle by integrating complementary stakeholder perspectives within a single theoretical architecture. Rather than interpreting differences between experts and members of the public as methodological inconsistency, these perspectives are viewed as complementary

empirical expressions of Managerial Logic and Human Logic. Their integration strengthens the explanatory capacity of the IAWRF and DLAWR by providing convergent evidence regarding the multidimensional nature of organisational AI workforce readiness.

The present study does not seek to establish the psychometric validation of a universal measurement instrument. Rather, the IAWRF, DLAWR, and IAWRC are proposed as theoretically grounded conceptual and methodological contributions supported by exploratory empirical evidence. Future research employing larger and more diverse samples should therefore examine construct validity, internal consistency, measurement invariance, and the broader generalisability of the proposed theoretical relationships using confirmatory analytical approaches.

Taken together, the combination of theoretical coherence, transparent methodological procedures, theory-driven operationalisation, complementary stakeholder perspectives, and conceptual triangulation provides a robust foundation for the exploratory conclusions advanced in this monograph. Although additional empirical validation is required to further refine and test the proposed theoretical model, the present research design provides an appropriate methodological basis for theory development within Strategic HRM and Human-Centred AI Transformation.

4.9 Ethical Considerations and Responsible Research

The research was conducted in accordance with the fundamental principles of responsible social science research, including voluntary participation, informed consent, confidentiality, and respect for participant autonomy.

Participation in both empirical surveys was entirely voluntary. Prior to completing the questionnaires, respondents were informed about the objectives of the research, the anonymous nature of data collection, and the intended scientific use of the collected information. No financial incentives were offered for participation, and respondents retained the right to discontinue participation at any stage without providing justification.

The surveys did not collect personally identifiable information beyond general demographic characteristics necessary for descriptive statistical analysis. All responses were anonymised prior to analysis, ensuring that individual participants

could not be identified during data processing, interpretation, or publication of results.

The study complies with the ethical principles outlined in the Declaration of Helsinki concerning research involving human participants and follows the recommendations of the European Code of Conduct for Research Integrity (ALLEA, 2023). Data collection and processing were conducted in accordance with the principles of the General Data Protection Regulation - GDPR (European Union, 2016), ensuring lawful, transparent, and confidential handling of participant information. Particular attention was devoted to ensuring that participation did not expose respondents to psychological, professional, or social risks.

Given the subject matter of the research, particular attention was devoted to the responsible interpretation of findings concerning AI, employment, and organisational transformation. The study deliberately avoids deterministic assumptions regarding technological replacement of human work or inevitable labour-market disruption. Instead, empirical findings are interpreted within the broader perspective of Human-Centred AI Transformation, emphasising organisational learning, competence development, responsible governance, and the strategic role of HRM in supporting sustainable AI implementation.

Ethical responsibility extends beyond the conduct of the empirical research to the conceptual foundations of the proposed theoretical model. The IAWRF, the DLAWR, and the IAWRC all explicitly position ethical governance, transparency, employee well-being, and institutional accountability as essential conditions for sustainable AI-enabled organisational transformation. Accordingly, ethics is conceptualised not only as a methodological requirement but also as a strategic organisational capability underpinning Human-Centred AI Transformation.

4.10 Methodological Rigour and Quality Assurance

Given that the primary objective of the present study was theory development rather than confirmatory hypothesis testing, methodological rigour was evaluated primarily through conceptual coherence, analytical transparency, and consistency between the theoretical architecture and the empirical investigation. Particular attention was therefore devoted to ensuring that each stage of the research process remained fully aligned with the IAWRF, the DLAWR, and the IAWRC.

Methodological quality was strengthened through several complementary procedures. First, the study adopted a theory-driven operationalisation strategy in which all empirical variables were systematically organised according to the four conceptual dimensions of the IAWRF. Second, two independent empirical datasets representing complementary stakeholder perspectives were integrated within a common analytical framework, enabling conceptual triangulation across organisational and workforce perspectives. Third, predefined analytical procedures were consistently applied throughout the statistical analysis, ensuring methodological transparency and reducing the possibility of post hoc interpretation.

An additional strength of the research design lies in the integration of complementary organisational perspectives. Rather than treating differences between experts and members of the public as methodological inconsistency, the study interprets these perspectives as empirical manifestations of Managerial Logic and Human Logic. This analytical approach strengthens the explanatory capacity of the proposed theoretical model and supports a more comprehensive understanding of organisational AI workforce readiness.

Although the study adopts an exploratory research design, methodological transparency was maintained through explicit reporting of data collection procedures, analytical decisions, theoretical assumptions, and research limitations. Collectively, these procedures enhance the credibility, dependability, and transferability of the proposed conceptual framework while providing an appropriate methodological foundation for future empirical validation of the IAWRF, DLAWR, and IAWRC.

4.11 Methodological Limitations

As with all exploratory theory-building research, the present study is subject to methodological limitations that should be considered when interpreting its findings. These limitations do not diminish the conceptual contribution of the IAWRF, the DLAWR, or the IAWRC. Rather, they define the empirical boundaries within which the proposed theoretical model should currently be interpreted.

First, the study is based on relatively small samples comprising AI experts and members of the general public in Slovenia. Although these samples provide valuable exploratory insights into organisational and human logics, they do not permit

statistical generalisation to broader populations. The findings should therefore be interpreted as theory-building evidence rather than definitive empirical confirmation.

Second, both datasets were collected using non-probability sampling approaches. The expert survey employed purposive sampling to identify respondents with substantial AI expertise, whereas participation in the public survey was voluntary. Consequently, selection bias cannot be entirely excluded, and future research should seek to replicate the findings using larger and more representative samples across different organisational and national contexts.

Third, the research relies on cross-sectional data. Organisational AI workforce readiness represents a dynamic organisational capability that is likely to evolve over time as organisations accumulate experience with AI implementation and employees adapt to changing work environments. Longitudinal studies would therefore provide valuable opportunities to examine how organisational readiness develops throughout different stages of AI-enabled organisational transformation.

Fourth, although the present study harmonises two complementary empirical datasets through the IAWRF, the original questionnaires were designed for different research purposes. While theory-driven harmonisation provides a coherent analytical basis for comparative interpretation, future studies should develop a unified survey instrument explicitly designed to operationalise the four dimensions of the proposed framework.

Finally, the IAWRF, DLAWR, and IAWRC should be regarded as theory-building contributions supported by exploratory empirical evidence rather than fully validated explanatory models. Their broader applicability should therefore be examined through future studies employing larger and more diverse samples, Confirmatory Factor Analysis (CFA), Structural Equation Modelling (SEM), longitudinal research designs, and cross-cultural comparisons. Such investigations will enable further refinement of the proposed theoretical relationships and strengthen the external validity of the framework.

Despite these methodological limitations, the present study provides a coherent theoretical and methodological contribution by integrating organisational capability, workforce capability, psychological readiness, and institutional governance into a

unified explanation of AI workforce readiness. The combined development of the IAWRF, DLAWR, and IAWRC establishes a comprehensive conceptual foundation for future empirical investigation at the intersection of AI, Strategic HRM, organisational capability, and Human-Centred AI Transformation.

4.12 Future Research Directions

The theoretical architecture proposed in this monograph provides multiple opportunities for future empirical and conceptual research. As theory-building contributions, the IAWRF, the DLAWR, and the IAWRC require further empirical examination across diverse organisational, industrial, and institutional contexts.

Future studies should employ longitudinal research designs to examine how AI workforce readiness evolves over time and how organisational capabilities, employee competencies, psychological acceptance, and institutional governance interact throughout different stages of AI-enabled organisational transformation. Such research would provide a deeper understanding of the Dynamic Alignment mechanism proposed by DLAWR and strengthen the explanatory capacity of the theoretical model.

Cross-national comparative studies should further investigate how different institutional environments, labour market conditions, educational systems, regulatory frameworks, and cultural contexts influence organisational AI workforce readiness. Comparative evidence from different industries and countries would contribute to assessing the transferability, contextual applicability, and external validity of the proposed framework.

Future research should also focus on the development and validation of standardised measurement instruments derived from the IAWRF and IAWRC. CFA and SEM may be employed to evaluate the relationships among the four proposed dimensions, examine the Dynamic Alignment mechanism, and assess the explanatory and predictive capability of the overall theoretical model.

Additional research may investigate the practical application of the proposed framework within organisations undergoing AI-enabled transformation. Case studies, mixed-methods research, and intervention-based studies could provide

valuable evidence regarding how Strategic HRM facilitates the alignment of organisational capability and workforce capability in different organisational settings.

Taken together, these future research directions establish a clear agenda for advancing knowledge on AI workforce readiness. By encouraging longitudinal, comparative, theory-testing, and practice-oriented research, the present monograph provides a platform for cumulative scientific development and supports the continued refinement of Human-Centred AI Transformation within Strategic HRM.

5 Results

5.1 Employee AI Competence

5.1.1 Introduction

Employee AI Competence represents the first empirical dimension of the IAWRF and forms the cognitive foundation of organisational AI workforce readiness. Within the proposed framework, competence extends beyond technical knowledge of AI and encompasses continuous learning, professional adaptability, interdisciplinary collaboration, and the capability to integrate AI into everyday organisational practice.

The empirical analysis combines findings from the expert survey and the public survey to examine how different stakeholder groups perceive AI competence and its contribution to organisational transformation. While experts primarily evaluate competence from the perspective of implementation capability and organisational performance, members of the public emphasise preparedness for future work, lifelong learning, and professional adaptability. The integration of these complementary perspectives enables a more comprehensive understanding of workforce capability within Human-Centred AI Transformation.

5.1.2 Managerial Logic (Expert Survey)

The expert survey demonstrates that AI competence is perceived as one of the fundamental organisational resources supporting successful AI implementation. Respondents consistently associated higher levels of AI knowledge with greater

participation in strategic AI initiatives, stronger implementation capability, and more favourable organisational outcomes. In particular, the inferential analyses revealed a strong positive relationship between the ability to independently design AI-based projects and participation in AI-supported strategic decision-making, indicating that competence directly facilitates organisational implementation. Furthermore, experts capable of advising colleagues on AI implementation were significantly more involved in organisational AI projects, reinforcing the strategic importance of advanced AI expertise.

Beyond technical proficiency, respondents highlighted the importance of continuous competence development, interdisciplinary collaboration, and organisational learning. AI competence was therefore not interpreted as an isolated technical skill but as a multidimensional organisational capability enabling organisations to transform technological opportunities into sustainable competitive advantage. Experts also expressed strong support for lifelong learning, subsidised education, and continuous professional development, suggesting that competence development should be regarded as a long-term strategic investment rather than a one-time training activity.

Taken together, the expert findings indicate that organisational AI readiness depends not only on technological infrastructure but also on the systematic development of human capital capable of implementing, governing, and continuously improving AI-enabled organisational processes.

5.1.3 Human Logic (Public Survey)

The public survey provides a complementary perspective by examining how individuals perceive their own preparedness for AI-enabled work environments. Unlike experts, members of the public evaluated AI competence primarily through the lens of employability, adaptability, and lifelong learning rather than organisational implementation. Respondents generally acknowledged that AI will increasingly influence future work and recognised the growing importance of acquiring new digital competencies.

A particularly important finding concerns respondents' willingness to engage in retraining and continuous learning. Rather than expressing resistance towards AI, participants demonstrated a generally positive attitude towards competence

development, provided that adequate educational opportunities and institutional support are available. This suggests that employees perceive adaptation to AI as a shared responsibility between individuals, organisations, and broader institutional systems rather than as an exclusively individual obligation.

At the same time, qualitative findings reveal that AI is still perceived more as an emerging future reality than as a fully integrated part of everyday working life. Consequently, respondents' willingness to develop AI-related competencies reflects anticipation of future organisational change rather than extensive direct experience with AI technologies.

5.1.4 Integrated Interpretation

The comparison of Managerial Logic and Human Logic reveals a remarkably consistent pattern. Both stakeholder groups recognise Employee AI Competence as a prerequisite for successful AI-enabled organisational transformation, although they approach competence from different perspectives.

Experts primarily associate competence with organisational implementation capability, innovation, and strategic competitiveness, whereas members of the public emphasise employability, adaptability, and lifelong learning. Rather than representing conflicting perspectives, these findings demonstrate two complementary manifestations of the same organisational phenomenon.

Table 6: Integrated Findings for Employee AI Competence

IAWRF Dimension	Managerial Logic (Expert Survey)	Human Logic (Public Survey)	Integrated Interpretation
AI Competence	Enables successful AI implementation and strategic decision-making	Increases confidence for future work	AI competence represents both organisational and individual capability
Lifelong Learning	Continuous professional development is a strategic necessity	Strong willingness to reskill and upskill	Continuous learning strengthens organisational resilience
Professional Adaptability	Interdisciplinary competencies support AI implementation	Employees expect changing skill requirements	Adaptability is essential for Human-Centred AI Transformation
Human Capital	Competence is a strategic organisational asset	Competence supports employability and career resilience	Human capability is the foundation of sustainable AI workforce readiness

Source: Authors' own synthesis based on the expert and public surveys.

From the perspective of the IAWRF, Employee AI Competence therefore represents both an organisational capability and an individual adaptive capability. Organisational readiness cannot be achieved solely through technological investment, nor can employees successfully adapt without organisational support for competence development. Sustainable AI implementation consequently depends upon the continuous alignment of organisational capability and workforce capability, thereby providing empirical support for the first pillar of the IAWRF and reinforcing the central assumptions of the DLAWR.

5.1.5 Chapter Summary

The empirical findings consistently demonstrate that Employee AI Competence constitutes the foundational dimension of Integrated AI Workforce Readiness. While experts emphasise its strategic value for organisational implementation, members of the public highlight its importance for employability and lifelong learning. Together, these complementary perspectives confirm that competence development represents the central mechanism through which organisations align technological capability with human capability, thereby supporting sustainable Human-Centred AI Transformation.

5.2 Organisational Readiness

5.2.1 Organisational Readiness

Organisational Readiness represents the second empirical dimension of the IAWRF and reflects an organisation's capability to strategically integrate AI into its structures, processes, leadership practices, and HRM. Unlike traditional approaches that primarily evaluate technological infrastructure, the present study conceptualises organisational readiness as a multidimensional organisational capability encompassing strategic leadership, organisational learning, change management, workforce development, and the capacity to coordinate AI-enabled transformation.

The empirical analysis combines findings from the expert and public surveys to examine how organisational readiness is perceived from both Managerial Logic and Human Logic. While experts evaluate readiness through implementation capability, organisational strategy, leadership, and productivity, members of the public assess organisational preparedness through visible organisational behaviour,

communication, employee support, and learning opportunities. Together, these complementary perspectives provide an integrated understanding of organisational readiness as a strategic organisational capability supporting Human-Centred AI Transformation.

5.2.2 Managerial Logic (Expert Survey)

The expert survey demonstrates that organisational readiness represents one of the strongest determinants of successful AI implementation. Respondents consistently recognised AI as a technology capable of improving organisational productivity, decision-making quality, innovation capacity, and overall organisational performance. However, the findings simultaneously indicate that many organisations remain insufficiently prepared to realise these benefits because strategic implementation frequently develops more slowly than technological capability. Experts repeatedly identified limited strategic planning, fragmented organisational learning, and inconsistent investment in employee competence development as important barriers to sustainable AI adoption.

The inferential analyses further reinforce the strategic importance of organisational readiness. Strong positive relationships were identified between AI competence and participation in organisational AI projects, demonstrating that organisations with higher implementation capability are also characterised by stronger organisational engagement in AI-enabled decision-making processes. Similarly, respondents possessing advanced implementation expertise reported significantly greater involvement in organisational AI initiatives, suggesting that organisational capability is closely connected with leadership support, organisational learning, and structured implementation processes rather than technological infrastructure alone.

Another important finding concerns organisational investment in competence development. Experts consistently emphasised that successful AI implementation requires continuous professional education, interdisciplinary collaboration, and organisational learning. AI implementation was therefore viewed as an organisational transformation process requiring long-term strategic commitment rather than isolated technological investment. These findings indicate that organisational readiness depends upon leadership's capacity to integrate technological innovation with strategic HRM, organisational culture, and workforce development.

5.2.3 Human Logic (Public Survey)

Although organisational readiness was not measured directly within the public survey, respondents provided valuable indirect evidence regarding how employees evaluate organisational preparedness for AI-enabled transformation. The findings indicate that employees' willingness to engage with AI depends not only on the availability of technological solutions but also on the organisational environment within which these technologies are introduced.

Respondents consistently associated successful AI implementation with organisations that invest in employee competence development, provide adequate learning opportunities, communicate organisational changes transparently, and actively support employees throughout technological transformation. Confidence in AI implementation increased when organisations demonstrated openness, fairness, and commitment to employee development rather than focusing exclusively on technological efficiency. Consequently, organisational readiness was evaluated primarily through organisational behaviour rather than technological sophistication.

The findings further suggest that employees perceive organisational leadership as a critical determinant of AI implementation success. Visible organisational support, continuous communication, and opportunities for lifelong learning substantially influence employees' willingness to adapt to AI-enabled work environments. These results indicate that workforce acceptance depends upon organisational capability to manage change in a transparent, participatory, and human-centred manner.

5.2.4 Integrated Interpretation

The comparison of Managerial Logic and Human Logic demonstrates strong convergence regarding the strategic importance of organisational readiness while simultaneously revealing complementary perspectives on its practical manifestation. Experts primarily interpret organisational readiness through strategic implementation capability, leadership commitment, organisational learning, and productivity enhancement. In contrast, members of the public evaluate readiness through visible organisational practices supporting employee adaptation, competence development, transparent communication, and organisational trust.

Rather than representing conflicting interpretations, these findings describe two complementary dimensions of the same organisational capability. Organisational readiness cannot be reduced to technological infrastructure or AI investment alone. Instead, successful implementation depends upon an organisation's ability to integrate strategic leadership, organisational learning, workforce development, and structured change management into a coherent organisational transformation process.

Table 7: Integrated Findings for Organisational Readiness

IAWRF Dimension	Managerial Logic (Expert Survey)	Human Logic (Public Survey)	Integrated Interpretation
Strategic implementation	AI should be embedded within organisational strategy.	Employees expect systematic AI implementation supported by management.	AI implementation requires long-term strategic planning rather than isolated technological projects.
Leadership	Leadership commitment enables successful AI adoption.	Confidence increases when leaders communicate transparently and involve employees.	Leadership functions as the primary enabling mechanism of organisational readiness.
Organisational learning	Continuous competence development strengthens implementation capability.	Training opportunities increase willingness to adopt AI.	Organisational learning connects technological capability with workforce adaptability.
Change management	Organisational adaptation requires structured implementation processes.	Employees expect organisational support during technological transition.	Sustainable AI transformation depends upon coordinated change management and employee participation.

Source: Authors' own synthesis based on the expert and public surveys.

From the perspective of the IAWRF, these findings provide strong empirical support for the second pillar of organisational AI workforce readiness. Furthermore, the results reinforce the central proposition of the DLAWR by demonstrating that sustainable AI implementation emerges through continuous alignment between Managerial Logic, represented by organisational capability and strategic leadership, and Human Logic, reflected in employees' perceptions of organisational support, trust, and preparedness for change.

5.2.5 Chapter Summary

The empirical findings indicate that Organisational Readiness extends beyond technological preparedness and depends on the alignment of strategic implementation, leadership, organisational learning, workforce development, and employee support. While the expert survey reflects Managerial Logic through its emphasis on strategy, implementation capability, leadership, and organisational learning, the public survey complements this perspective by showing how organisational readiness is experienced by employees through communication, support, participation, and opportunities for continuous learning.

In practical terms, Managerial Logic reflects an organisation's capacity to be strategically prepared for AI implementation, whereas Human Logic reflects whether this readiness is also experienced and supported at the workforce level. An organisation may have a well-developed AI strategy, technological infrastructure, and strong leadership commitment, yet remain insufficiently prepared if employees lack competence, trust, or organisational support. Conversely, a motivated and adaptive workforce cannot sustain AI transformation in the absence of strategic leadership, organisational learning, and implementation capability.

Taken together, these complementary perspectives provide empirical support for Organisational Readiness as a central dimension of the IAWRF and are consistent with the DLAWR proposition that sustainable AI transformation depends on the continuous alignment of Managerial Logic and Human Logic. Strategic and organisational preparedness alone, however, cannot ensure successful AI transformation unless employees perceive the transformation as trustworthy, fair, understandable, and supportive of their professional development. Psychological Acceptance therefore represents a complementary dimension of AI Workforce Readiness examined in the following section.

5.3 Psychological Acceptance

5.3.1 Psychological Acceptance

Psychological Acceptance represents one of the four interdependent dimensions of the IAWRF and reflects employees' willingness to engage constructively with AI within their professional environment. In contrast to traditional technology

acceptance models that primarily emphasise perceived usefulness and ease of use, the present study conceptualises Psychological Acceptance as a broader psychological dimension of AI Workforce Readiness encompassing trust, perceived fairness, professional identity, confidence in future employability, organisational commitment, and readiness to adapt to AI-enabled organisational change.

The empirical analysis integrates findings from both stakeholder groups to examine how psychological acceptance contributes to sustainable AI workforce readiness. Whereas experts evaluate acceptance primarily through organisational conditions that facilitate AI implementation, members of the public provide direct insight into how employees perceive AI, interpret organisational change, and anticipate the future relationship between human work and intelligent technologies. Together, these complementary perspectives provide a multidimensional understanding of the psychological foundations of Human-Centred AI Transformation.

5.3.2 Managerial Logic (Expert Survey)

The expert survey indicates that psychological acceptance constitutes an essential organisational condition for successful AI implementation rather than a secondary consequence of technological adoption. Experts consistently emphasised that organisations cannot achieve sustainable AI transformation solely through investments in digital infrastructure or technological capability. Instead, implementation success depends upon employees' willingness to trust AI systems, participate in organisational change, and integrate AI into everyday work practices.

Respondents further highlighted the importance of transparent communication, employee participation, ethical governance, and organisational leadership in fostering trust throughout AI implementation. Rather than perceiving trust as an individual characteristic, experts interpreted it as an organisational outcome that can be actively developed through inclusive leadership, continuous learning, and responsible governance. These findings suggest that psychological acceptance should be managed strategically within HRM rather than viewed as an automatic consequence of technological innovation.

Experts also recognised that organisations neglecting employee concerns frequently encounter implementation barriers despite possessing advanced technological capabilities. Consequently, successful AI implementation requires continuous

attention to employee perceptions, organisational communication, and the broader social consequences of technological transformation.

5.3.3 Human Logic (Public Survey)

The public survey provides direct evidence regarding employees' psychological readiness for AI-enabled work environments. Overall, respondents expressed a generally positive attitude towards AI and acknowledged its potential to improve work efficiency, support decision-making, and enhance organisational performance. However, this positive orientation was accompanied by concerns regarding professional identity, changing job roles, ethical use of AI, and future employability.

Importantly, respondents did not reject AI itself. Rather, their concerns reflected uncertainty regarding how organisations would implement AI technologies and how these changes might influence future careers and meaningful work. Trust therefore emerged as a decisive factor influencing employees' willingness to collaborate with AI systems.

Another important finding concerns employees' perception of fairness and organisational responsibility. Respondents demonstrated greater acceptance of AI when implementation was accompanied by transparent communication, opportunities for participation, and continuous competence development. These findings indicate that psychological acceptance depends not only on the characteristics of AI technologies but also on the organisational context within which those technologies are introduced.

5.3.4 Integrated Interpretation

The comparison of Managerial Logic and Human Logic demonstrates a particularly high degree of convergence regarding the importance of psychological acceptance. Experts primarily focus on organisational mechanisms capable of fostering trust, transparency, and employee engagement, whereas members of the public describe how these organisational practices influence their own willingness to accept AI within everyday work environments.

Taken together, the findings indicate that psychological acceptance functions as the principal mediating mechanism linking organisational capability with successful AI implementation. Organisational investments in AI technologies cannot generate sustainable organisational value unless employees simultaneously perceive AI as trustworthy, ethically governed, professionally meaningful, and compatible with their future career development.

Within **the proposed framework**, Psychological Acceptance therefore represents considerably more than an individual attitude towards technology. Within the proposed framework, Psychological Acceptance therefore represents considerably more than an individual attitude towards technology. It functions as a critical psychological dimension connecting leadership, organisational culture, competence development, and institutional governance with employees' willingness to engage with AI-enabled organisational change.

Table 8: Integrated Findings for Psychological Acceptance

IAWRF Dimension	Managerial Logic (Expert Survey)	Human Logic (Public Survey)	Integrated Interpretation
Trust	Transparent implementation strengthens employee confidence.	Trust strongly influences willingness to use AI.	Trust represents the psychological foundation of sustainable AI implementation.
Professional identity	Employees should remain central to AI-supported work.	AI raises concerns regarding future work roles and employability.	Human-centred implementation protects professional identity and strengthens acceptance.
Adaptation	Organisations should actively support employee adaptation.	Employees recognise the need for continuous learning and flexibility.	Adaptation represents a shared organisational and individual responsibility.
Perceived usefulness	AI improves organisational performance when implemented responsibly.	AI is accepted when perceived as supporting rather than replacing human work.	Acceptance depends on complementarity between human capability and AI.

Source: Authors' own synthesis based on the expert and public surveys.

5.3.5 Chapter Summary

The central finding of this section is that Psychological Acceptance cannot be reduced to individual attitudes towards AI. Rather, it reflects whether employees perceive AI-enabled transformation as trustworthy, fair, meaningful, and compatible

with their professional future. The findings therefore position Psychological Acceptance as a complementary dimension of the IAWRF that connects organisational preparedness with employees' willingness to engage in AI-enabled change.

5.4 Institutional Governance

5.4.1 Institutional Governance

Institutional Governance represents the fourth empirical dimension of the IAWRF and reflects the broader institutional environment within which organisational AI workforce readiness develops. Unlike organisational readiness, which focuses on internal organisational capabilities, Institutional Governance encompasses external conditions that enable or constrain sustainable AI implementation, including ethical governance, regulatory frameworks, public policy, educational systems, lifelong learning infrastructure, and institutional support for responsible AI.

The empirical analysis integrates findings from both the expert and public surveys to examine how stakeholders perceive the role of institutions in supporting AI-enabled organisational transformation. While experts primarily evaluate governance from the perspective of regulation, organisational responsibility, and implementation frameworks, members of the public emphasise fairness, transparency, education, and public trust. Together, these perspectives provide an integrated understanding of Institutional Governance as the external enabling environment for Human-Centred AI Transformation.

5.4.2 Managerial Logic (Expert Survey)

The expert survey demonstrates that institutional governance plays a fundamental role in creating stable conditions for successful AI implementation. Respondents consistently emphasised that organisations require clear regulatory frameworks, ethical standards, and predictable public policies to support long-term AI investment and organisational innovation. Rather than perceiving regulation as an obstacle, experts generally viewed well-designed governance as a mechanism that increases organisational confidence, reduces implementation uncertainty, and strengthens responsible AI adoption.

Experts further highlighted the importance of educational institutions and lifelong learning systems in preparing the future workforce for AI-enabled organisational environments. Universities, professional education providers, and public training initiatives were recognised as essential partners in developing AI-related competencies beyond individual organisational boundaries. Consequently, responsibility for AI workforce readiness was interpreted as being shared among organisations, educational institutions, policymakers, and society as a whole.

Another important finding concerns ethical governance. Experts consistently argued that transparent AI governance, accountability mechanisms, and responsible leadership increase organisational legitimacy while simultaneously improving employee trust in AI-supported organisational processes. Institutional Governance was therefore perceived as a strategic enabler of sustainable AI implementation rather than merely a legal requirement.

5.4.3 Human Logic (Public Survey)

The public survey complements these findings by illustrating how employees and citizens perceive the institutional conditions surrounding AI implementation. Respondents generally expressed strong expectations that governments, educational institutions, employers, and regulatory authorities should actively support responsible AI implementation through clear regulation, accessible education, and transparent governance.

Public attitudes indicate that trust in AI extends beyond individual technologies and organisational practices. Respondents consistently associated responsible AI implementation with broader societal factors, including ethical standards, legal protection, equal access to education, and institutional accountability. Employees therefore expect institutions not only to regulate AI but also to create conditions enabling fair adaptation to technological change.

The findings further suggest that public confidence in AI increases when institutional actors demonstrate visible commitment to transparency, education, and responsible innovation. This indicates that workforce acceptance depends partly upon institutional credibility rather than solely upon organisational behaviour.

5.4.4 Integrated Interpretation

The comparison of Managerial Logic and Human Logic reveals strong agreement regarding the strategic importance of Institutional Governance. Experts primarily emphasise regulatory certainty, ethical governance, and institutional support as prerequisites for successful organisational implementation, whereas members of the public focus on fairness, transparency, educational opportunities, and protection of employee interests. These perspectives complement one another and describe different manifestations of the same institutional capability.

Taken together, the findings indicate that Institutional Governance cannot be regarded as an external contextual variable operating independently of organisations. Instead, governance actively shapes organisational capability, employee trust, competence development, and the broader conditions within which AI-enabled organisational transformation occurs.

Table 9: Integrated Findings for Institutional Governance

IAWRF Dimension	Managerial Logic (Expert Survey)	Human Logic (Public Survey)	Integrated Interpretation
Regulation	Clear AI regulation reduces implementation uncertainty.	Citizens expect transparent legal protection.	Regulatory certainty supports organisational and workforce confidence.
Ethical governance	Responsible AI strengthens organisational legitimacy.	Ethical AI increases public trust and acceptance.	Ethics represents a strategic component of AI workforce readiness.
Education	Lifelong learning systems support organisational capability.	Equal access to education improves workforce preparedness.	Educational institutions are essential partners in AI transformation.
Institutional support	Public policy encourages sustainable AI adoption.	Government and institutions should actively support responsible AI implementation.	AI workforce readiness requires coordinated institutional collaboration.

Source: Authors' own synthesis based on the expert and public surveys.

Within **the proposed framework**, Institutional Governance therefore functions as the enabling environment connecting organisational capability with societal responsibility. It strengthens Dynamic Alignment by ensuring that organisations, employees, educational institutions, and policymakers contribute collectively to sustainable Human-Centred AI Transformation. These findings provide strong

empirical support for the fourth pillar of the IAWRF while extending the explanatory capacity of the DLAWR beyond the organisational level to include institutional influences on AI workforce readiness.

5.4.5 Chapter Summary

The central implication of the findings is that AI workforce readiness cannot be developed entirely within organisational boundaries. Institutional Governance provides the enabling environment through which regulation, education, ethical standards, and public support strengthen organisational preparedness and workforce confidence. Within the IAWRF, it therefore represents the external enabling dimension that connects organisational transformation with the broader institutional ecosystem.

5.5 Integrated Empirical Support for the IAWRF and DLAWR

5.5.1 Integrated Empirical Support

The preceding analyses examined each dimension of the IAWRF separately. Considered individually, Employee AI Competence, Organisational Readiness, Psychological Acceptance, and Institutional Governance each represent important determinants of organisational AI workforce readiness. Considered collectively, however, they reveal a substantially more comprehensive explanation of AI-enabled organisational transformation.

The empirical findings consistently demonstrate that organisational AI workforce readiness cannot be explained by technological capability alone. Instead, readiness emerges through the continuous interaction of organisational capability, workforce capability, psychological acceptance, and institutional support. This multidimensional perspective provides empirical support for the central assumption of the IAWRF that AI workforce readiness represents a higher-order organisational capability rather than a collection of isolated organisational characteristics.

The integration of findings across both empirical datasets further demonstrates that organisational transformation requires the simultaneous consideration of organisational and human perspectives. Experts predominantly explain readiness through implementation capability, strategic leadership, governance mechanisms, and organisational learning, whereas members of the public emphasise competence

development, trust, professional identity, and adaptation to organisational change. These perspectives do not compete; rather, they provide complementary explanations of the same organisational phenomenon.

5.5.2 Empirical Support for the Four IAWRF Dimensions

Across both datasets, Employee AI Competence emerged as the cognitive foundation of AI workforce readiness. The findings demonstrate that competence encompasses considerably more than technical AI literacy and includes continuous learning, interdisciplinary collaboration, adaptability, and strategic human capability.

Organisational Readiness was consistently associated with leadership commitment, organisational learning, structured implementation, and strategic HRM. Successful AI implementation therefore depends upon organisational capability to coordinate technological innovation with organisational transformation rather than technological investment alone.

Psychological Acceptance emerged as the principal mechanism linking organisational capability with employee behaviour. Trust, transparency, perceived fairness, and confidence in future employability significantly influence employees' willingness to participate in AI-enabled organisational transformation.

Finally, Institutional Governance provides the external enabling environment supporting sustainable AI implementation. Ethical governance, educational systems, regulatory frameworks, and institutional support strengthen both organisational capability and employee confidence, thereby creating favourable conditions for Human-Centred AI Transformation.

Taken together, these findings provide consistent empirical support for all four conceptual dimensions comprising the IAWRF.

5.5.3 Empirical Support for the DLAWR

Beyond providing empirical support for the individual dimensions of the IAWRF, the findings also provide evidence consistent with the explanatory assumptions of the DLAWR.

The expert survey consistently reflects the organisational perspective proposed as **Managerial Logic**, emphasising strategic leadership, implementation capability, governance mechanisms, organisational learning, and productivity enhancement. Conversely, the public survey captures the complementary **Human Logic**, highlighting competence development, trust, professional identity, perceived fairness, and willingness to adapt.

Importantly, neither perspective independently provides a complete explanation of AI workforce readiness. Organisational capability without workforce acceptance creates implementation barriers, whereas employee willingness alone cannot compensate for inadequate organisational capability or weak strategic leadership. Sustainable AI implementation therefore depends upon the continuous alignment of these complementary organisational logics.

The empirical evidence therefore supports the central proposition of the DLAWR that Human-Centred AI Transformation emerges through Dynamic Alignment between Managerial Logic and Human Logic rather than through technological capability alone.

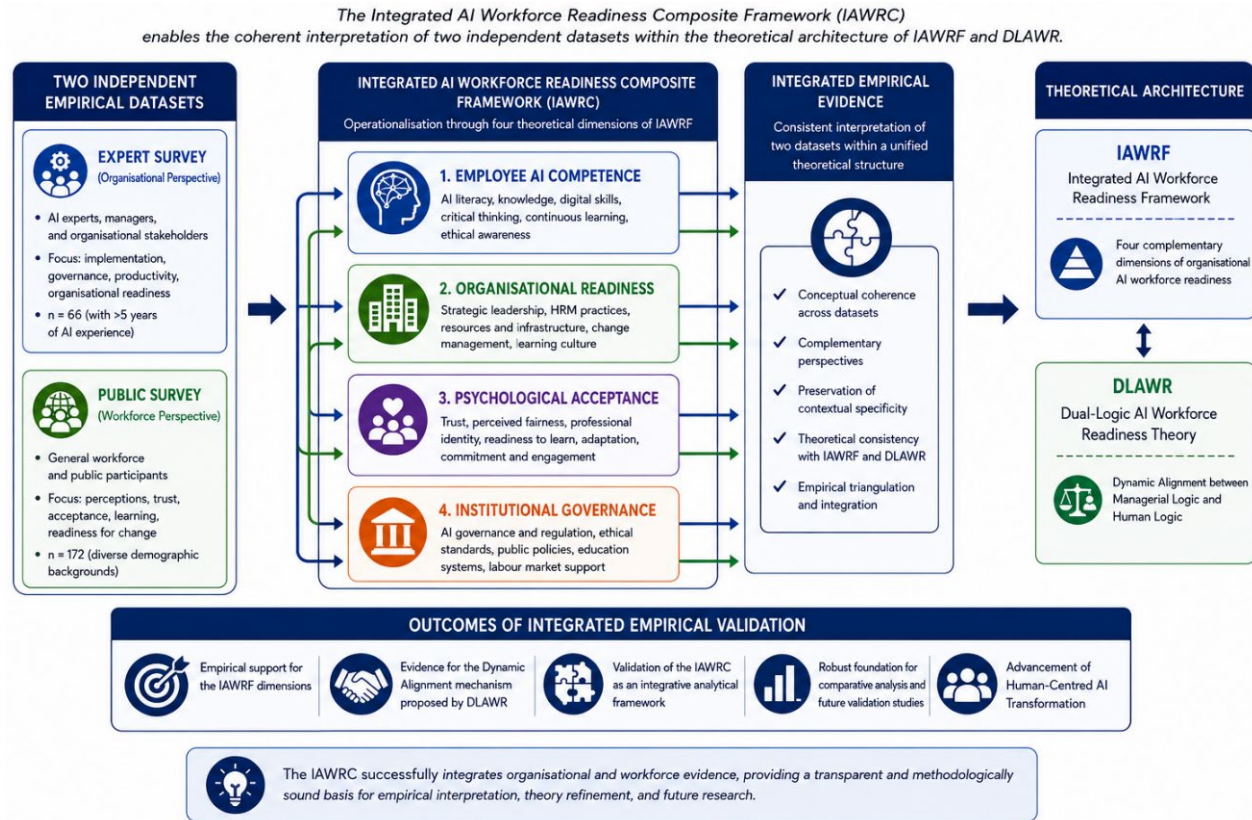


Figure 8: Integrated Empirical Support for the IAWRF and DLAWR

Source: Authors' own conceptualisation based on the literature review and empirical findings.

5.5.4 Integrated Operationalisation through the IAWRC

The empirical findings additionally demonstrate the practical value of the IAWRC introduced in Chapter 4. By organising empirical indicators within the four theoretical dimensions of the IAWRF, the composite framework enabled consistent interpretation of two independent datasets without compromising their conceptual distinctiveness.

Rather than functioning as a conventional maturity index, the IAWRC served as an analytical framework capable of integrating organisational and workforce evidence within a unified methodological structure. This operationalisation strengthened the coherence between conceptual development, empirical investigation, and statistical interpretation while simultaneously providing a transparent foundation for future validation studies.

Accordingly, the IAWRC successfully fulfilled its methodological purpose by translating the theoretical architecture of the IAWRF and DLAWR into an empirically applicable analytical framework.

5.5.5 Chapter Summary

The integrated empirical analysis provides evidence that AI workforce readiness can be understood as a multidimensional organisational capability emerging from the continuous interaction of organisational capability, workforce capability, psychological acceptance, and institutional governance. Rather than validating isolated organisational variables, the empirical findings support an integrated theoretical explanation of AI-enabled organisational transformation.

Collectively, the results provide empirical support for the IAWRF, reinforce the explanatory assumptions of the DLAWR, and demonstrate the practical applicability of the IAWRC. The findings therefore establish a coherent empirical foundation for Human-Centred AI Transformation and provide a robust platform for future theoretical refinement and empirical validation.

5.6 Empirical Contributions to Theory Development

The purpose of this section is not to restate the empirical patterns summarised in Section 5.5, but to explain how these findings contribute to the development and refinement of the theoretical architecture proposed in this monograph. The empirical contribution lies primarily in demonstrating how complementary organisational and workforce evidence informs the conceptual structure of the IAWRF, the explanatory mechanism of the DLAWR, and the analytical operationalisation provided by the IAWRC.

Accordingly, the following sections focus on the theoretical implications of the empirical evidence rather than on repeating individual statistical findings.

5.6.1 Empirical Contribution to the IAWRF

The principal empirical contribution to the IAWRF lies in showing that the four proposed dimensions can be meaningfully interpreted as interconnected components of a higher-order construct across two complementary stakeholder perspectives. The findings therefore refine the conceptual architecture of the IAWRF by indicating that its explanatory value lies not in the isolated strength of individual dimensions, but in their combined and context-dependent interaction.

5.6.2 Empirical Contribution to the DLAWR

Beyond supporting the individual dimensions of the IAWRF, the findings also reinforce the explanatory assumptions of the DLAWR. The expert survey consistently reflects the organisational perspective conceptualised as **Managerial Logic**, characterised by strategic leadership, organisational capability, implementation processes, governance mechanisms, and productivity improvement. In contrast, the public survey captures **Human Logic**, emphasising employee competence, trust, professional identity, fairness, adaptability, and psychological readiness for organisational change.

The empirical findings demonstrate that neither organisational capability nor workforce acceptance alone provides a sufficient explanation of AI workforce readiness. Organisations possessing advanced technological capability may nevertheless encounter implementation difficulties if employees lack trust, perceive

AI as threatening, or receive insufficient organisational support. Similarly, employees willing to adopt AI cannot successfully contribute to organisational transformation in the absence of strategic leadership, organisational learning, or institutional support.

These findings provide empirical support for the central proposition of the DLAWR that sustainable AI implementation emerges through **Dynamic Alignment** between Managerial Logic and Human Logic. Organisational AI workforce readiness should therefore be understood as a dynamic organisational capability requiring continuous coordination between organisational structures and human adaptation.

5.6.3 Empirical Contribution to Human-Centred AI Transformation

One of the most significant findings of the present study concerns the role of human-centred organisational development within AI implementation. Across both stakeholder groups, respondents consistently recognised that technological capability alone is insufficient to achieve sustainable organisational transformation.

The empirical evidence indicates that organisations capable of investing simultaneously in employee competence development, organisational learning, ethical governance, transparent communication, and institutional collaboration create considerably more favourable conditions for successful AI implementation. Human-centred organisational practices therefore function not as secondary consequences of AI adoption but as fundamental organisational capabilities enabling sustainable technological transformation.

These findings extend contemporary discussions within Strategic HRM by demonstrating that Human-Centred AI Transformation should be interpreted as an organisational capability emerging through the interaction of leadership, workforce development, organisational culture, psychological acceptance, and institutional governance. Rather than positioning human capability and AI as competing forces, the findings suggest that long-term organisational performance depends upon their continuous integration.

5.6.4 Overall Empirical Synthesis

Taken together, the empirical findings presented in this chapter establish a coherent body of evidence supporting the theoretical and methodological contributions proposed in this monograph. The analyses confirm the multidimensional structure of the IAWRF, reinforce the explanatory assumptions of the DLAWR, and demonstrate the practical applicability of the IAWRC as an operational model for analysing organisational AI workforce readiness.

More broadly, the findings indicate that AI workforce readiness should not be interpreted as a measure of technological maturity but rather as an organisational capability emerging through the continuous interaction of organisational capability, workforce capability, psychological acceptance, and institutional governance. This integrated perspective provides a more comprehensive explanation of AI-enabled organisational transformation than approaches focusing exclusively on technology adoption or employee attitudes.

Accordingly, the empirical evidence presented in this chapter establishes a robust foundation for the theoretical discussion developed in the following chapter. The subsequent discussion therefore builds upon these findings to examine their implications for Strategic HRM, Human-Centred AI Transformation, organisational capability, and future theory development.

Table 10: Integrated Empirical Evidence Supporting the IAWRF and the DLAWR

IAWRF / DLAWR component	Descriptive analysis	Comparative analysis	Correlation analysis	Regression analysis	Overall empirical support
Employee AI Competence	✓	✓	✓	✓	Strong
Organisational Readiness	✓	✓	✓	✓	Strong
Psychological Acceptance	✓	✓	✓	Partial	Strong
Institutional Governance	✓	✓	Moderate	–	Moderate–Strong
Dynamic Alignment (DLAWR)	Integrated interpretation	✓	✓	Exploratory	Supported
Human-Centred AI Transformation	Integrated interpretation	✓	✓	Exploratory	Strong conceptual support

Source: Authors' own synthesis based on the expert and public surveys.

The levels of empirical support reported in Table 10 refer to the consistency of the observed exploratory findings with the proposed theoretical assumptions and should not be interpreted as formal statistical validation of the IAWRF or DLAWR.

Table 10 synthesises the empirical evidence presented throughout Chapter 5 by illustrating how the individual statistical analyses collectively support the principal dimensions of the IAWRF and the explanatory assumptions of the DLAWR. Rather than representing separate statistical tests, the table provides an integrated overview of the cumulative empirical evidence underpinning the proposed conceptual framework and theory.



6 Discussion

6.1 Principal Findings

The empirical findings presented in Chapter 5 provide consistent evidence supporting the theoretical architecture developed throughout this monograph. Rather than identifying isolated determinants of organisational AI readiness, the findings indicate that sustainable AI implementation is associated with the continuous interaction of organisational capability, workforce capability, psychological acceptance, and institutional governance. Collectively, these findings support the IAWRF, reinforce the explanatory assumptions of the DLAWR, and demonstrate the analytical applicability of the IAWRC.

A particularly important finding concerns the multidimensional nature of organisational AI workforce readiness. The empirical analyses indicate that technological capability alone cannot explain successful AI implementation. Instead, organisations require simultaneous investment in employee competence, organisational learning, leadership, psychological acceptance, ethical governance, and institutional collaboration. This integrated perspective extends previous research on AI adoption by positioning workforce readiness as a strategic organisational capability rather than a purely technological phenomenon.

The findings further demonstrate that organisational and employee perspectives should not be interpreted as competing explanations of AI implementation. Instead, the complementary perspectives captured through the expert and public surveys provide patterns consistent with the theoretical proposition that successful AI

transformation depends upon the Dynamic Alignment of Managerial Logic and Human Logic. Organisations capable of aligning these complementary dimensions create substantially more favourable conditions for sustainable Human-Centred AI Transformation.

Taken together, the findings indicate that AI workforce readiness represents an emergent organisational capability developing through continuous interaction between organisational structures, employee capability, organisational culture, and institutional conditions. This interpretation provides the conceptual foundation for the following discussion, which examines the theoretical, methodological, and practical implications of the proposed framework in relation to existing literature within Strategic HRM and AI research.

6.2 Discussion of the IAWRF

The empirical findings provide consistent exploratory support for the multidimensional structure of the IAWRF proposed in this monograph. Rather than identifying a single determinant of organisational AI readiness, the results reveal patterns consistent with the theoretical proposition that sustainable AI implementation emerges through the continuous interaction of four complementary dimensions: Employee AI Competence, Organisational Readiness, Psychological Acceptance, and Institutional Governance. This finding extends prevailing approaches to AI readiness, which have predominantly focused on technological capability, digital infrastructure, or employee technology acceptance in isolation.

The findings indicate that Employee AI Competence represents considerably more than technical AI literacy. Consistent with contemporary research emphasising lifelong learning and continuous workforce development, employee competence emerged as a strategic organisational capability encompassing digital skills, critical thinking, adaptability, interdisciplinary collaboration, and continuous professional learning. This interpretation aligns with previous research highlighting the importance of continuous competence development for successful digital transformation (Brynjolfsson & McAfee, 2014; Davenport & Kirby, 2016), while extending this literature by positioning employee competence as one of the foundational dimensions of organisational AI workforce readiness.

The second dimension, Organisational Readiness, was similarly supported by the empirical findings. Previous research has frequently conceptualised organisational AI readiness through technological infrastructure, digital maturity, or implementation capability. The present findings suggest a broader interpretation. Organisational readiness appears to depend equally on strategic leadership, organisational learning, structured change management, and the integration of AI within Strategic HRM. Successful AI implementation therefore requires organisations to develop dynamic organisational capabilities capable of simultaneously supporting technological innovation and workforce development. This interpretation complements the dynamic capabilities perspective proposed by Teece (2018) while extending it towards AI-enabled organisational transformation.

The empirical evidence also provides substantial support for Psychological Acceptance as an independent organisational capability. Although previous technology acceptance research has traditionally emphasised perceived usefulness and ease of use (Davis, 1989), the present findings indicate that psychological acceptance extends considerably beyond individual attitudes towards technology. Trust, perceived fairness, professional identity, organisational communication, and confidence in future employability emerged as equally important determinants of employees' willingness to participate in AI-enabled organisational transformation. This broader interpretation reinforces recent discussions concerning responsible AI and human-centred digital transformation while demonstrating that psychological acceptance should be considered a strategic organisational capability rather than merely an individual psychological response.

Perhaps the most distinctive contribution of the IAWRF concerns the inclusion of Institutional Governance as the fourth dimension of organisational AI workforce readiness. Existing AI readiness models frequently acknowledge regulation and ethics as contextual variables but rarely incorporate them as integral dimensions of organisational readiness itself. The present findings demonstrate that ethical governance, regulatory certainty, educational systems, and institutional support actively shape organisational capability, employee confidence, and long-term organisational adaptability. Consequently, Institutional Governance should not be interpreted solely as an external environmental factor but as an enabling capability that supports sustainable AI implementation across organisational and societal levels.

Taken together, the discussion demonstrates that organisational AI workforce readiness represents a multidimensional organisational capability emerging from the interaction of all four dimensions rather than from technological capability alone. This interpretation differentiates the IAWRF from existing AI readiness frameworks by integrating organisational, human, psychological, and institutional perspectives within a single conceptual architecture. In doing so, the framework contributes to Strategic HRM by positioning workforce readiness as the central mechanism through which organisations translate AI technologies into sustainable organisational transformation.

Table 11: IAWRF in Relation to Existing AI Readiness Frameworks

IAWRF Dimension	Traditional AI Readiness Literature	Contribution of this Monograph
Employee AI Competence	Focus on digital skills and AI literacy	Expands competence into strategic human capability and lifelong learning
Organisational Readiness	Focus on digital maturity and implementation	Integrates leadership, organisational learning and Strategic HRM
Psychological Acceptance	Focus on technology acceptance	Expands acceptance to trust, fairness, identity and employability
Institutional Governance	Usually treated as external context	Establishes governance as an integral dimension of AI workforce readiness

Source: Authors' own synthesis based on the expert and public surveys.

6.3 Discussion of the DLAWR

The empirical findings presented in this study provide substantial support for the explanatory assumptions of the DLAWR. While the IAWRF identifies the four organisational dimensions underlying AI workforce readiness, the DLAWR explains how these dimensions interact throughout AI-enabled organisational transformation. Rather than conceptualising AI implementation as a predominantly technological or organisational process, the theory proposes that sustainable AI workforce readiness emerges through the continuous alignment of two complementary organisational perspectives: **Managerial Logic** and **Human Logic**.

The findings demonstrate that Managerial Logic is primarily concerned with organisational capability. Throughout the expert survey, respondents consistently emphasised strategic leadership, organisational learning, AI implementation capability, governance mechanisms, and productivity enhancement as essential

organisational conditions supporting successful AI adoption. These findings are consistent with previous research highlighting the importance of dynamic organisational capabilities for digital transformation (Teece, 2018). However, the present study extends this perspective by demonstrating that organisational capability alone does not provide a sufficient explanation of AI workforce readiness.

The public survey illustrates the complementary role of Human Logic. Employees and members of the general public consistently associated successful AI implementation with competence development, trust, perceived fairness, professional identity, organisational communication, and opportunities for continuous learning. These findings suggest that employees evaluate AI transformation primarily through its implications for meaningful work, employability, and organisational support rather than technological sophistication. Consequently, Human Logic represents an organisational capability centred on employees' willingness and capacity to engage constructively with AI-enabled organisational change.

This interpretation is further supported by recent research demonstrating that coaching-oriented developmental approaches strengthen psychological well-being, resilience, reflective learning, and individual adaptability in periods of organisational change (Cajanko et al., 2025). These findings reinforce the human-centred perspective underpinning the Human Logic proposed by the DLAWR, suggesting that sustainable AI implementation depends not only on technical competence but also on employees' psychological readiness, continuous development, and organisational support.

One of the principal theoretical contributions of the DLAWR lies in the proposition that neither Managerial Logic nor Human Logic independently determines organisational AI workforce readiness. Instead, the findings demonstrate that successful AI implementation depends upon the **Dynamic Alignment** of these complementary organisational logics. Organisations characterised by advanced technological capability, but limited employee trust or insufficient competence development may encounter significant implementation barriers despite substantial investments in AI. Conversely, highly motivated employees cannot successfully support AI transformation in organisations lacking strategic leadership, organisational learning, or implementation capability. Sustainable organisational

transformation therefore emerges through continuous coordination between organisational capability and workforce capability.

This interpretation extends existing technology adoption theories by shifting analytical attention from individual technology acceptance towards organisational alignment. While models such as the TAM primarily explain individual behavioural intentions and the Unified Theory of Acceptance and Use of Technology focuses on technology adoption at the individual level, the DLAWR conceptualises AI workforce readiness as a collective organisational capability arising through the interaction of leadership, organisational structures, workforce capability, psychological acceptance, and institutional governance. In doing so, the theory bridges Strategic HRM, organisational capability, and AI implementation within a unified explanatory model.

A further theoretical contribution concerns the integration of Institutional Governance into the Dynamic Alignment process. Existing organisational theories frequently position regulation, ethics, and public policy as contextual variables operating outside organisational boundaries. The present findings indicate that institutional governance actively influences both organisational capability and workforce acceptance by shaping trust, educational opportunities, regulatory certainty, and responsible AI implementation. Consequently, Dynamic Alignment occurs not only between organisations and employees but also within the broader institutional ecosystem supporting Human-Centred AI Transformation.

Taken together, the findings suggest that the DLAWR contributes to the emerging literature on AI and Strategic HRM by providing a dynamic explanation of how organisations translate technological capability into sustainable organisational transformation. Rather than explaining AI implementation through isolated organisational or psychological variables, the theory conceptualises AI workforce readiness as an emergent organisational capability continuously shaped by the interaction of Managerial Logic, Human Logic, and Institutional Governance.

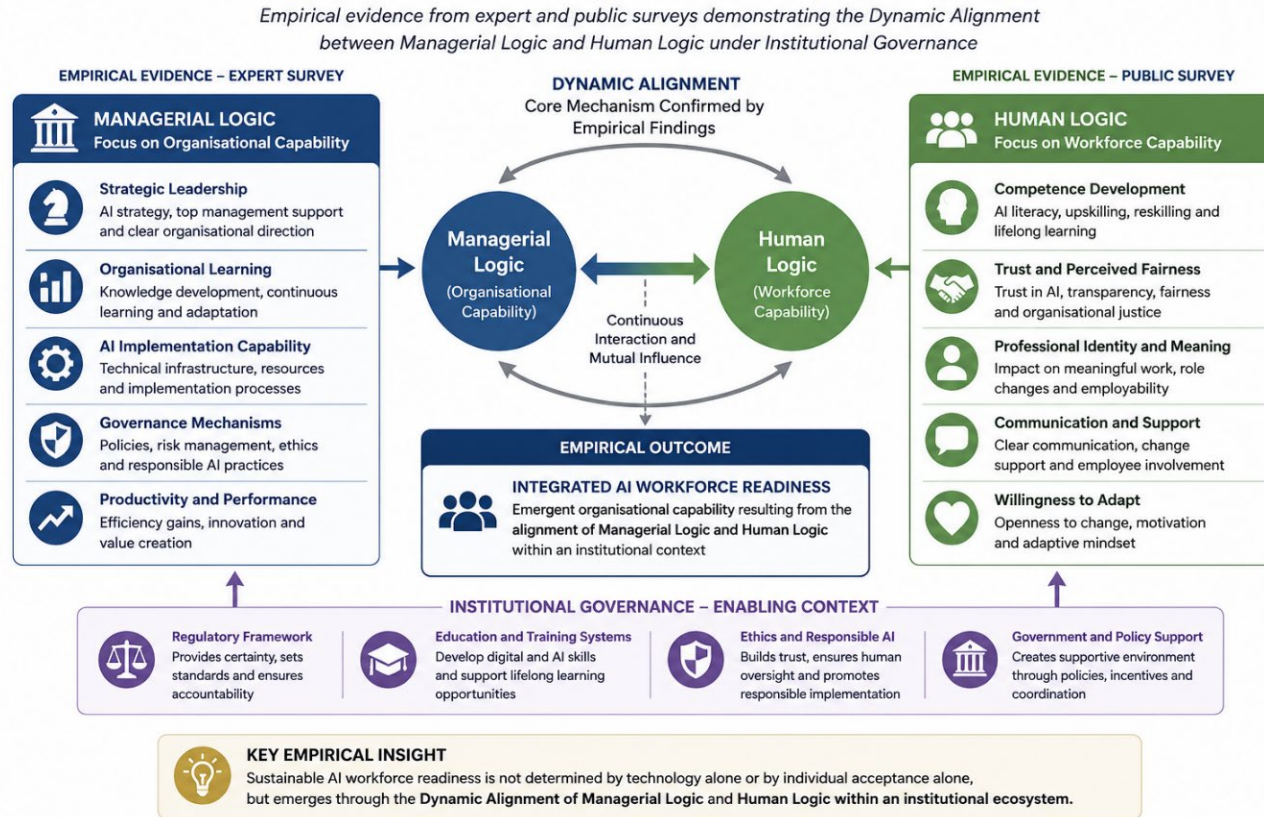


Figure 9: DLAWR: Interpretation of Empirical Findings

Source: Authors' own conceptualisation based on the literature review and empirical findings.

The discussion also highlights the broader relevance of the DLAWR beyond the immediate context of AI implementation. As organisations increasingly adopt intelligent technologies across diverse sectors, the ability to maintain Dynamic Alignment between organisational objectives and employee capability is likely to become a defining characteristic of sustainable organisational performance. In this respect, the theory provides not only an explanation of AI workforce readiness but also a broader conceptual lens for understanding Human-Centred AI Transformation within contemporary organisations.

Figure 9 visually summarises the theoretical interpretation of the empirical findings and illustrates how the evidence supports the explanatory assumptions of the DLAWR.

6.4 Human-Centred AI Transformation

The findings of the present study suggest that the successful implementation of AI cannot be understood solely as a process of technological adoption. Rather, the empirical evidence indicates that AI implementation represents a broader organisational transformation requiring the simultaneous development of technological capability, organisational capability, workforce capability, and institutional support. This broader perspective forms the foundation of **Human-Centred AI Transformation**, a concept that positions people—not technology—as the primary driver of sustainable AI-enabled organisational change.

Traditional approaches to AI implementation frequently evaluate organisational success through technological sophistication, automation capability, or digital maturity. Although these factors remain important, the findings of the present study demonstrate that they provide only a partial explanation of organisational AI readiness. Organisations investing exclusively in AI technologies without simultaneously developing employee competence, organisational learning, psychological acceptance, and responsible governance may achieve short-term technological progress while encountering long-term organisational resistance, declining trust, and limited workforce engagement.

The empirical findings therefore support a fundamental shift in how AI transformation should be conceptualised within Strategic HRM. Rather than asking how organisations can implement AI more efficiently, the findings suggest that

organisations should focus on how AI can strengthen human capability, organisational learning, employee well-being, and long-term organisational resilience. Human-Centred AI Transformation therefore represents an overarching organisational paradigm in which technological innovation serves organisational and human development simultaneously.

One of the principal implications of the present study concerns the changing role of HRM. Traditionally, HRM has primarily supported recruitment, training, performance management, and organisational development. Within AI-enabled organisations, however, HRM assumes a substantially broader strategic role by facilitating competence development, organisational adaptation, psychological acceptance, ethical AI governance, and continuous organisational learning. HRM therefore becomes the organisational function responsible for maintaining alignment between technological innovation and workforce capability throughout the AI transformation process.

The findings further demonstrate that Human-Centred AI Transformation depends upon continuous organisational learning rather than isolated technological projects. Competence development, transparent communication, employee participation, interdisciplinary collaboration, and responsible leadership emerged consistently across both stakeholder groups as essential organisational capabilities supporting successful AI implementation. These findings suggest that sustainable transformation requires organisations to create learning-oriented environments in which employees actively participate in shaping AI-enabled organisational change instead of merely adapting to technological decisions made by management.

An equally important implication concerns organisational trust. The empirical analyses indicate that trust is not simply an outcome of successful AI implementation but one of its primary organisational prerequisites. Employees demonstrate substantially greater willingness to adopt AI when organisations communicate transparently, invest in competence development, apply ethical governance principles, and actively involve employees throughout organisational transformation. Trust therefore functions as a critical relational condition connecting technological innovation with workforce acceptance and long-term organisational commitment.

The present study also highlights the importance of institutional collaboration in supporting Human-Centred AI Transformation. Organisations alone cannot develop sustainable AI workforce readiness without complementary support from educational institutions, policymakers, regulatory authorities, and broader societal stakeholders. Lifelong learning systems, ethical governance, responsible regulation, and public investment collectively create the institutional conditions within which organisations can successfully align technological capability with human capability. Human-Centred AI Transformation should therefore be understood as a multi-level process extending beyond organisational boundaries.

Taken together, the empirical findings suggest that Human-Centred AI Transformation represents a broader organisational paradigm extending beyond conventional models of digital transformation. Rather than viewing AI as a substitute for human capability, the proposed perspective conceptualises AI as a strategic organisational resource whose value depends fundamentally on the continuous development of people, organisational capability, ethical governance, and institutional collaboration. Sustainable AI implementation therefore becomes not primarily a technological challenge but an organisational capability requiring continuous alignment among technological innovation, organisational strategy, workforce development, and societal responsibility.

The findings consequently extend contemporary discussions within Strategic HRM by demonstrating that Human-Centred AI Transformation provides a practical organisational perspective for integrating the theoretical architecture developed throughout this monograph. The IAWRF identifies the essential organisational dimensions, the DLAWR explains their interaction, and the IAWRC provides the methodological structure for empirical assessment. Together, these contributions establish Human-Centred AI Transformation as a coherent theoretical and practical approach to sustainable AI implementation.

6.5 Implications for Strategic HRM

The findings of the present study have important implications for the future development of Strategic HRM within AI-enabled organisations. While previous HRM research has primarily focused on supporting digital transformation through recruitment, training, performance management, and organisational development, the present findings suggest that the strategic role of HRM expands considerably in

the context of AI. HRM becomes a central organisational function and integrative mechanism responsible for aligning technological innovation with workforce development, organisational learning, and sustainable organisational transformation.

One of the principal implications concerns the strategic management of employee competence. The empirical findings consistently demonstrate that AI workforce readiness depends not only on employees' existing digital skills but also on organisations' ability to create continuous learning environments that support competence development throughout employees' professional careers. Consequently, HRM should move beyond traditional training programmes towards comprehensive lifelong learning strategies integrating AI literacy, interdisciplinary collaboration, critical thinking, ethical decision-making, and organisational adaptability.

A second implication concerns organisational change management. The findings indicate that successful AI implementation requires substantially greater employee involvement than conventional technology adoption initiatives. Strategic HRM should therefore facilitate transparent communication, employee participation, organisational dialogue, and structured change management processes capable of strengthening workforce confidence throughout AI-enabled organisational transformation. Such practices reduce uncertainty, increase organisational trust, and improve employees' willingness to engage with new technologies.

The study also demonstrates that psychological acceptance should become an explicit strategic objective of HRM. Rather than treating employee resistance as an obstacle to technological implementation, organisations should recognise trust, perceived fairness, professional identity, and employee well-being as strategic organisational resources supporting sustainable AI adoption. HR professionals therefore assume an increasingly important role in designing organisational practices that promote employee engagement, psychological safety, and confidence in AI-supported work environments.

Another important implication concerns leadership development. The empirical findings indicate that AI transformation requires leadership approaches extending beyond technological expertise. Leaders must simultaneously coordinate organisational capability, workforce development, ethical governance, and organisational culture while maintaining continuous dialogue with employees.

Strategic HRM should therefore integrate AI leadership competencies into management development programmes, emphasising responsible decision-making, organisational learning, ethical governance, and people-centred leadership.

The findings further highlight the growing importance of organisational learning as a core strategic capability. Organisations capable of establishing learning-oriented cultures characterised by continuous competence development, knowledge sharing, interdisciplinary collaboration, and innovation appear substantially better prepared to implement AI successfully. HRM should therefore position organisational learning as a long-term strategic investment rather than as a periodic training activity.

The results also demonstrate that ethical governance represents a central responsibility of Strategic HRM. HR professionals increasingly contribute to the development of organisational AI policies, ethical guidelines, transparency mechanisms, and responsible governance structures ensuring that AI technologies are implemented consistently with organisational values and employee well-being. In this respect, HRM becomes an essential organisational actor in balancing technological innovation with ethical responsibility.

Finally, the present study suggests that Strategic HRM should adopt a broader systems perspective when managing AI-enabled organisational transformation. AI workforce readiness cannot be developed exclusively through internal organisational initiatives but requires collaboration with educational institutions, policymakers, professional associations, and other external stakeholders supporting competence development and responsible AI governance. Strategic partnerships therefore become increasingly important for building sustainable organisational capability.

Taken together, these implications suggest that the future role of Strategic HRM extends beyond supporting technological implementation. Instead, HRM becomes the organisational function responsible for maintaining the continuous alignment between organisational capability, workforce capability, psychological acceptance, and institutional governance. This expanded strategic role positions HRM at the centre of Human-Centred AI Transformation and highlights its importance as the primary organisational capability enabling sustainable AI workforce readiness.

The implications presented in this chapter demonstrate that Strategic HRM occupies a central position within AI-enabled organisational transformation. Rather than functioning primarily as an administrative support function, HRM becomes a strategic organisational capability responsible for integrating technological innovation, workforce development, organisational learning, ethical governance, and institutional collaboration. These findings suggest that the future competitiveness of AI-enabled organisations will depend increasingly on their ability to manage people and technology as complementary rather than independent organisational resources.

6.6 Synthesis of the Discussion

Collectively, the discussion demonstrates that the empirical findings are consistent with the multidimensional and dynamic interpretation of AI workforce readiness developed throughout this monograph. The findings extend beyond technology-centred explanations by highlighting the reciprocal relationships among organisational preparedness, workforce capability, psychological acceptance, and institutional governance.

These insights provide the basis for the research contributions discussed in the following chapter and for the more detailed classification of the monograph's conceptual, theoretical, methodological, and paradigmatic contributions presented in Chapter 8.

6.7 Chapter Summary

The discussion presented in this chapter demonstrates that AI workforce readiness represents a multidimensional organisational capability extending beyond technological preparedness or individual technology acceptance. By integrating the empirical findings with existing literature, the study shows that sustainable AI implementation depends upon the continuous interaction of organisational capability, workforce capability, psychological acceptance, and institutional governance.

The discussion further confirms the theoretical coherence of the IAWRF, the explanatory value of the DLAWR, and the methodological applicability of the IAWRC. Together, these contributions establish a comprehensive conceptual

architecture capable of supporting future empirical investigation and practical implementation within Strategic HRM.

Finally, the chapter positions Human-Centred AI Transformation as the overarching organisational perspective emerging from the present research. Rather than conceptualising AI primarily as a technological innovation, the findings demonstrate that sustainable organisational transformation depends fundamentally upon organisations' ability to align technological capability with continuous competence development, organisational learning, responsible governance, and employee well-being. This integrated perspective provides the foundation for the concluding chapter, which synthesises the principal conclusions of the monograph and outlines future opportunities for research and organisational practice.

7 Research Contributions

The present monograph contributes to the emerging field of AI and Strategic HRM by advancing a coherent theoretical, methodological, empirical, and practical understanding of organisational AI workforce readiness. While previous research has predominantly examined AI implementation from technological, organisational, or behavioural perspectives separately, the present study integrates these perspectives into a unified conceptual architecture explaining how organisations can achieve sustainable Human-Centred AI Transformation.

The originality of the monograph lies not only in the development of new theoretical constructs but also in demonstrating how complementary stakeholder perspectives can be integrated into a coherent explanation of organisational AI workforce readiness. Collectively, the findings establish a comprehensive research agenda capable of supporting future theoretical refinement, empirical validation, and practical implementation.

7.1 Empirical Contributions

The principal empirical contribution of the study lies in the integration of two complementary stakeholder perspectives within a unified analytical architecture. Rather than treating expert and public responses as separate empirical domains, the

study demonstrates how organisational and workforce evidence can jointly inform the interpretation of AI workforce readiness.

The expert survey contributes evidence primarily regarding strategic implementation, organisational learning, leadership, governance, and implementation capability, whereas the public survey contributes evidence concerning trust, adaptability, professional identity, competence development, and perceived organisational support. Their integration provides a richer empirical understanding of AI workforce readiness than either perspective could provide independently.

This complementary evidence should be interpreted as exploratory support for the proposed theoretical architecture rather than as formal model validation.

7.2 Methodological Contributions

Methodologically, the monograph demonstrates how complementary stakeholder perspectives can be integrated within a unified exploratory research design to support theory development. By combining expert and public surveys, the study illustrates that organisational AI workforce readiness cannot be adequately understood through organisational indicators or employee perceptions alone. Instead, both perspectives contribute complementary evidence explaining the multidimensional nature of organisational AI workforce readiness.

A further methodological contribution concerns the operationalisation of theory. The study introduces a structured analytical procedure linking conceptual development, empirical operationalisation, statistical analysis, and theory refinement. This methodological architecture provides a transparent approach that future researchers may replicate, refine, and extend across different organisational, industrial, and national contexts.

The study also illustrates the value of integrating descriptive, comparative, correlation, regression, and theory-guided interpretation within a coherent exploratory research design. Rather than treating statistical analysis as an end in itself, empirical evidence is consistently interpreted within the theoretical architecture established by the IAWRF, DLAWR, and IAWRC.

7.3 Practical Contributions

The practical contributions of the present monograph extend to organisations, HRM professionals, policymakers, and educational institutions.

For organisations, the proposed framework provides a comprehensive approach for evaluating AI workforce readiness prior to AI implementation. Rather than concentrating exclusively on technological infrastructure, organisations are encouraged to assess Employee AI Competence, Organisational Readiness, Psychological Acceptance, and Institutional Governance as mutually reinforcing dimensions of sustainable AI transformation.

For Strategic HRM, the findings highlight the growing importance of competence development, organisational learning, transparent communication, ethical leadership, employee well-being, and continuous adaptation. HRM therefore assumes a strategic organisational role by maintaining alignment between technological innovation and workforce capability throughout AI-enabled organisational transformation.

For policymakers and educational institutions, the findings emphasise that national AI readiness depends upon lifelong learning systems, AI literacy, ethical governance, regulatory clarity, and institutional collaboration. Public investment in education and responsible AI governance therefore represents a strategic prerequisite for strengthening workforce resilience and long-term organisational competitiveness.

Collectively, these practical implications provide actionable guidance for organisations seeking to implement AI responsibly while supporting sustainable Human-Centred AI Transformation.

7.4 Overall Contribution

Taken together, these empirical, methodological, and practical contributions establish the foundation for the broader scientific contributions of the monograph. The study demonstrates the value of integrating complementary stakeholder perspectives, theory-driven empirical operationalisation, and practical organisational implications within a coherent research design.

These contributions provide the empirical and methodological foundation for the broader scientific architecture developed in this monograph. The following chapter therefore examines its contributions at the conceptual, theoretical, methodological, and paradigmatic levels.

8 Scientific Contributions of the Monograph

The present monograph advances the scientific understanding of AI and Strategic HRM by developing an integrated explanation of organisational AI workforce readiness. Rather than conceptualising AI implementation as a predominantly technological process, the study argues that sustainable AI transformation emerges through the continuous interaction of organisational capability, workforce capability, psychological acceptance, and institutional governance. This integrated perspective extends existing research by positioning AI workforce readiness as a higher-order organisational capability rather than as a measure of technological maturity or individual technology acceptance.

The scientific contributions of the monograph operate at four complementary levels:

- conceptual contribution: the IAWRF;
- theoretical and explanatory contribution: the DLAWR;
- methodological contribution: the IAWRC;
- paradigmatic contribution: Human-Centred AI Transformation.

Together, these contributions provide an integrated scientific architecture for understanding, explaining, operationalising, and guiding AI-enabled organisational transformation.

8.1 Extending Strategic HRM Theory

One of the principal theoretical contributions concerns the advancement of Strategic HRM. Existing HRM literature has traditionally focused on recruitment, talent management, employee development, performance management, and organisational capability as key drivers of organisational competitiveness. The findings of the present study suggest that the emergence of AI substantially expands this strategic role.

Rather than functioning primarily as an organisational support function, Strategic HRM becomes a central organisational function and integrative mechanism responsible for coordinating technological innovation with workforce development, organisational learning, ethical governance, leadership development, and employee well-being. AI workforce readiness therefore represents a new strategic domain within contemporary HRM, positioning human capability as the primary organisational resource enabling sustainable AI transformation.

This perspective is consistent with emerging HRM research emphasising career adaptability, continuous learning, and sustainable employment as strategic capabilities supporting organisational resilience in rapidly changing work environments (Javadi et al., 2025).

This interpretation extends existing Strategic HRM theory by integrating AI implementation within the broader context of organisational capability development and Human-Centred AI Transformation.

8.2 Extending AI Adoption Theory

The present study also contributes to the growing literature on AI adoption by challenging predominantly technology-centred explanations of organisational transformation. Existing models frequently explain AI implementation through technological capability, digital maturity, or individual behavioural intention.

Although these perspectives remain valuable, they often analyse technological and human dimensions independently.

The findings presented in this monograph support the conceptualisation of AI workforce readiness as a higher-order organisational capability emerging from reciprocal interactions among organisational, workforce, psychological, and institutional dimensions. AI implementation therefore becomes an organisational alignment process rather than merely a technological adoption process.

By introducing this multidimensional perspective, the study expands current AI adoption literature beyond technology acceptance and contributes a broader organisational explanation of sustainable AI implementation.

8.3 Conceptual Contribution: The IAWRF

The development of the IAWRF represents the principal conceptual contribution of the monograph. Unlike existing AI maturity models that primarily evaluate technological infrastructure or digital capability, the IAWRF conceptualises organisational AI workforce readiness through four mutually reinforcing dimensions: Employee AI Competence, Organisational Readiness, Psychological Acceptance, and Institutional Governance.

The framework proposes that organisational AI workforce readiness emerges through the interaction of these four complementary dimensions rather than through technological capability alone. Consequently, AI workforce readiness is conceptualised as a higher-order organisational capability encompassing workforce, organisational, psychological, and institutional dimensions.

The IAWRF therefore provides a comprehensive conceptual framework for explaining the multidimensional foundations of workforce readiness within AI-enabled organisational transformation.

8.4 Theoretical and Explanatory Contribution: The DLAWR

The most significant theoretical contribution of the present monograph is the development of the DLAWR. While existing AI implementation models predominantly explain either organisational capability or employee technology

acceptance, the DLAWR integrates both perspectives within a unified explanatory framework.

The theory proposes that organisational AI workforce readiness emerges through **Dynamic Alignment** between **Managerial Logic**, representing leadership, strategic capability, organisational learning, governance, and implementation capacity, and **Human Logic**, encompassing employee competence, trust, psychological acceptance, professional identity, adaptability, and lifelong learning.

By conceptualising these organisational logics as complementary rather than competing forces, the DLAWR provides a dynamic explanation of AI-enabled organisational transformation that extends beyond traditional technology adoption theories. The DLAWR therefore represents the principal theoretical and explanatory contribution of the monograph to Strategic HRM, organisational research, and the literature on AI implementation.

8.5 Methodological Contribution: The IAWRC

The IAWRC represents the principal methodological contribution of the monograph. Developed as a theory-driven analytical framework, it provides the methodological bridge between the conceptual architecture of the IAWRF and DLAWR and the empirical analyses conducted in the study.

Rather than functioning as a universal AI maturity index or a standardised psychometric instrument, the IAWRC enables the systematic operationalisation of the four dimensions of AI workforce readiness within a coherent analytical structure. It thereby facilitates the integration and interpretation of organisational and workforce evidence while preserving the conceptual distinction between the underlying dimensions.

The methodological contribution of the IAWRC therefore lies in translating the conceptual and theoretical architecture of the monograph into an empirically applicable analytical framework. As such, it provides a transparent foundation for future measurement development, cross-organisational comparison, and formal empirical validation.

8.6 Paradigmatic Contribution: Human-Centred AI Transformation

The overarching paradigmatic contribution of the monograph concerns the development of Human-Centred AI Transformation as an organisational paradigm integrating the conceptual, theoretical, and methodological contributions developed throughout the study.

Rather than conceptualising AI primarily as a technological innovation, this perspective positions AI as a strategic organisational resource whose long-term value depends fundamentally upon continuous competence development, responsible leadership, organisational learning, ethical governance, and institutional collaboration. Sustainable AI implementation therefore emerges through the simultaneous development of technological capability and human capability rather than through technological optimisation alone.

Human-Centred AI Transformation thus represents the paradigmatic synthesis of the IAWRF, the DLAWR, and the IAWRC and provides an overarching orientation for sustainable AI-enabled organisational transformation.

Table 12: Summary of the Main Scientific Contributions

Level	Contribution	Scientific advancement
Conceptual	IAWRF	Multidimensional conceptualisation of AI workforce readiness
Theoretical / Explanatory	DLAWR	Dynamic Alignment between Managerial Logic and Human Logic
Methodological	IAWRC	Theory-driven operationalisation of AI workforce readiness
Paradigmatic	Human-Centred AI Transformation	Human-centred organisational paradigm for sustainable AI implementation

Source: Authors' own conceptualisation based on the literature review and empirical findings.

From conceptual foundations to a Human-Centred paradigm for sustainable AI transformation

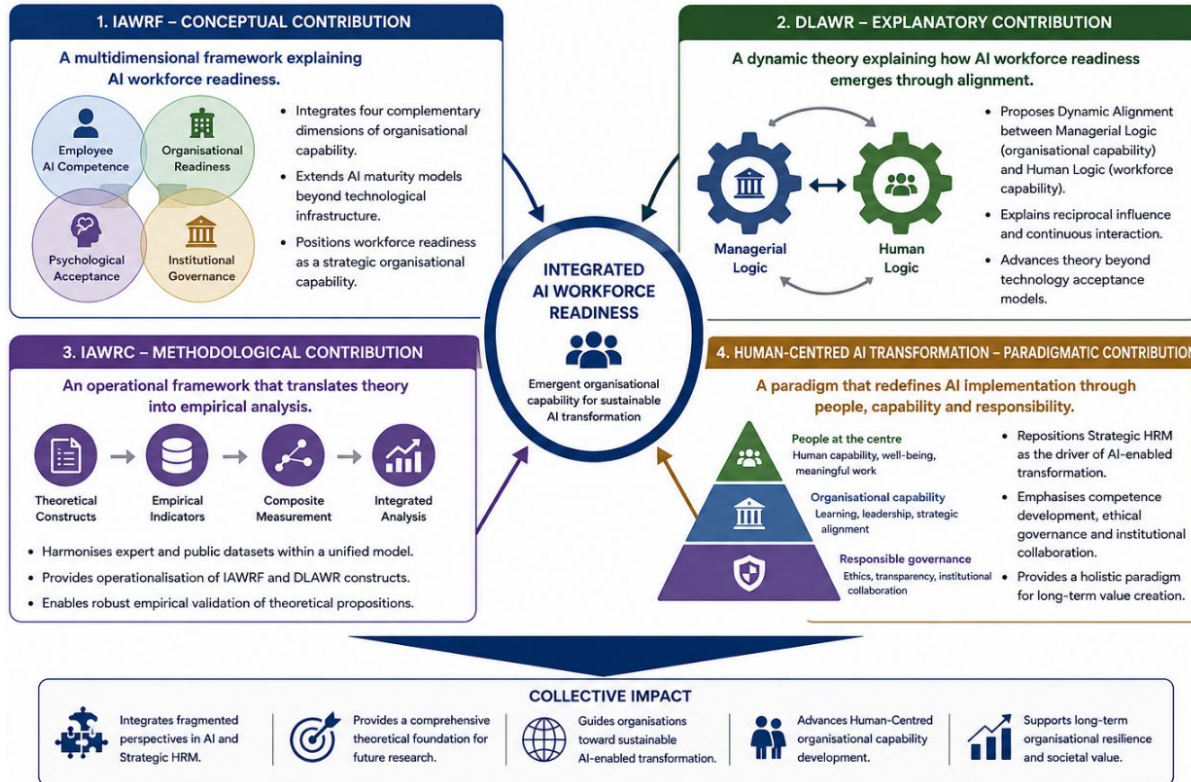


Figure 10: Integrated Scientific Contributions of the Monograph

Source: Authors' own conceptualisation.

9 A Practical Framework for Human-Centred AI Transformation

The theoretical and empirical findings presented throughout this monograph demonstrate that successful AI implementation extends far beyond the deployment of advanced technologies. Sustainable AI transformation depends on an organisation's ability to develop organisational capability, employee competence, psychological readiness, and institutional collaboration simultaneously. Consequently, AI implementation should be understood as a strategic organisational transformation process rather than as a technology-driven initiative.

Building upon the IAWRF, the DLAWR, and the IAWRC, this chapter translates the conceptual and empirical findings into practical guidance for organisations, human resource professionals, organisational leaders, policymakers, and educational institutions.

Rather than prescribing a universal implementation model, the proposed framework provides a flexible roadmap that organisations may adapt according to their strategic objectives, organisational maturity, industry characteristics, and institutional context. The recommendations presented below are intended to support Human-Centred AI Transformation by maintaining continuous alignment between organisational capability and workforce capability throughout the AI implementation process.

9.1 Operationalising the IAWRF

The IAWRF provides organisations with a comprehensive structure for evaluating and strengthening their readiness before implementing AI technologies. Unlike traditional AI maturity models, which primarily assess technological infrastructure or digital capability, the IAWRF encourages organisations to evaluate workforce readiness across four mutually reinforcing organisational dimensions: Employee AI Competence, Organisational Readiness, Psychological Acceptance, and Institutional Governance.

Operationalising the framework requires organisations to recognise that weaknesses in one dimension cannot easily be compensated for by strengths in another. Highly advanced technological infrastructure cannot ensure successful AI implementation if employees lack confidence in AI, organisational leadership fails to communicate strategic objectives, or institutional governance remains unclear. Similarly, highly motivated employees cannot effectively support AI-enabled organisational transformation without adequate organisational capability, strategic leadership, and investment in competence development.

Consequently, organisations should adopt an integrated assessment approach in which all four dimensions are evaluated simultaneously. Such assessment should be repeated periodically, recognising that AI workforce readiness is a dynamic organisational capability that evolves alongside technological, organisational, and institutional change.

9.2 Human-Centred AI Transformation Roadmap

Based on the theoretical and empirical findings of this study, a five-stage roadmap is proposed to guide organisations through the implementation of Human-Centred AI Transformation.

Stage 1 – Strategic Assessment

The transformation process begins with a comprehensive assessment of organisational AI workforce readiness. Organisations should evaluate their current level of Employee AI Competence, Organisational Readiness, Psychological Acceptance, and Institutional Governance. This assessment enables leaders to identify organisational strengths, capability gaps, and priority areas for development before introducing AI technologies.

Stage 2 – Workforce Capability Development

Following the initial assessment, organisations should invest systematically in workforce capability. Continuous competence development should include AI literacy, digital skills, interdisciplinary collaboration, critical thinking, ethical decision-making, and lifelong learning. Organisations should establish learning-oriented environments that encourage employees to acquire new competencies throughout their professional careers.

Stage 3 – Organisational Alignment

The third stage focuses on aligning organisational strategy, leadership, and HRM practices with AI implementation objectives. AI should become an integral component of strategic planning, workforce planning, talent management, leadership development, and organisational learning rather than being managed as an isolated technological initiative. Transparent communication and employee participation should accompany organisational change throughout this stage.

Stage 4 – Human-Centred Implementation

Successful AI implementation depends on maintaining employee trust, organisational transparency, and responsible governance. Organisations should actively involve employees in implementation processes, communicate organisational objectives clearly, establish ethical AI policies, and ensure that AI technologies complement rather than replace human capability. Psychological acceptance should be monitored continuously throughout implementation.

Stage 5 – Continuous Learning and Adaptation

AI implementation should not be regarded as a completed project but as a continuous organisational capability. Organisations should regularly evaluate implementation outcomes, monitor workforce readiness, update competence development strategies, and adapt organisational policies as AI technologies evolve. Continuous organisational learning enables organisations to sustain AI workforce readiness over time.

9.3 Recommendations for Strategic HRM

The findings of this study indicate that Strategic HRM assumes a central coordinating role within AI-enabled organisational transformation. HR professionals should move beyond their traditional administrative responsibilities and become strategic facilitators of organisational capability development.

In particular, HRM should:

- develop organisation-wide AI competence frameworks supporting lifelong learning;
- integrate AI capability into recruitment, talent management, performance management, and succession planning;
- promote interdisciplinary collaboration and continuous organisational learning;
- strengthen employee participation throughout organisational transformation;
- establish transparent communication strategies supporting psychological acceptance;
- contribute to responsible AI governance by integrating ethical principles into HR policies and organisational decision-making.

Through these activities, Strategic HRM becomes the organisational capability responsible for maintaining Dynamic Alignment between Managerial Logic and Human Logic.

9.4 Recommendations for Organisational Leadership

Leadership emerged throughout the empirical analyses as one of the strongest determinants of organisational AI workforce readiness. Senior leaders should therefore approach AI implementation as a strategic organisational transformation rather than as a technology project.

Organisational leaders should:

- articulate a clear organisational vision linking AI implementation with long-term organisational development;
- communicate organisational change transparently and consistently;
- encourage experimentation, organisational learning, and interdisciplinary collaboration;
- invest continuously in employee competence development;
- establish responsible governance structures supporting ethical AI implementation;
- monitor organisational trust and employee well-being throughout AI transformation.

Leadership effectiveness therefore becomes a decisive capability influencing sustainable AI workforce readiness.

9.5 Recommendations for Policymakers and Educational Institutions

The findings further demonstrate that sustainable AI workforce readiness extends beyond organisational boundaries. Governments, universities, vocational education providers, and professional organisations all contribute to developing the institutional environment supporting responsible AI implementation.

Future policy initiatives should therefore prioritise:

- strengthening lifelong learning systems;
- integrating AI literacy throughout educational programmes;
- supporting workforce reskilling initiatives;
- promoting interdisciplinary AI education;

- establishing transparent regulatory frameworks;
- encouraging collaboration between organisations, universities, and policymakers;
- supporting responsible AI governance at national and international levels.

Such initiatives strengthen workforce resilience while simultaneously enhancing national AI competitiveness.

9.6 Operational Recommendations for Key Stakeholders

The proposed framework translates the theoretical and empirical findings into practical recommendations for the principal stakeholder groups involved in AI-enabled organisational transformation.

Table 13: Operational Recommendations for Human-Centred AI Transformation

Stakeholder	Strategic responsibility	Recommended actions
Strategic HRM	Workforce capability development	Develop AI competence frameworks, lifelong learning strategies, talent management, organisational learning
Senior Leadership	Strategic alignment	Establish AI vision, support organisational learning, strengthen ethical governance, communicate change
Employees	Continuous adaptation	Develop AI literacy, participate in lifelong learning, collaborate in organisational transformation
Educational Institutions	Competence development	Integrate AI literacy into curricula, strengthen interdisciplinary education, support lifelong learning
Policymakers	Institutional governance	Develop AI strategies, strengthen regulation, invest in education, promote responsible AI governance

Source: Authors' own conceptualisation based on the literature review and empirical findings.

9.7 Concluding Remarks

The practical framework proposed in this chapter demonstrates that successful AI implementation requires considerably more than technological investment. Sustainable AI transformation depends upon the continuous alignment of organisational capability, workforce capability, psychological acceptance, and institutional governance throughout the implementation process.

The Human-Centred AI Transformation Roadmap provides organisations with a structured yet flexible implementation model capable of translating the conceptual and empirical contributions of this monograph into organisational practice. Rather than treating AI as a technological endpoint, the framework positions AI implementation as an ongoing organisational capability requiring continuous learning, responsible leadership, ethical governance, and strategic HRM.

Accordingly, the practical framework complements the theoretical architecture developed throughout this monograph by demonstrating how the **IAWRF**, the **DLAWR**, and the **IAWRC** can be operationalised to support sustainable **Human-Centred AI Transformation** across diverse organisational and institutional contexts.



10 Conclusion

AI is reshaping organisations, work, leadership, and the strategic role of HRM at an unprecedented pace. While technological progress continues to accelerate, the findings of the present monograph demonstrate that sustainable AI implementation depends fundamentally on organisations' ability to develop people alongside technology. AI transformation should therefore be understood not merely as the deployment of intelligent technologies but as a comprehensive organisational capability requiring continuous alignment between technological innovation, organisational capability, workforce capability, psychological acceptance, and institutional governance.

Throughout this monograph, the central argument has been that successful AI implementation cannot be adequately explained through technological maturity or employee technology acceptance alone. Instead, organisational AI workforce readiness emerges through the interaction of complementary organisational capabilities that collectively enable Human-Centred AI Transformation. By integrating conceptual development with empirical evidence obtained from AI experts and members of the general public, the study provides a broader explanation of organisational AI readiness than currently available within the existing literature.

The findings consistently demonstrate that organisations capable of investing simultaneously in employee competence, organisational learning, leadership, ethical governance, and institutional collaboration create substantially stronger foundations for sustainable AI implementation than organisations concentrating primarily on technological infrastructure. Consequently, AI workforce readiness should be

regarded as a strategic organisational capability supporting long-term organisational resilience rather than as a temporary implementation challenge.

10.1 Main Contributions of the Monograph

The present monograph advances knowledge through four interconnected scientific contributions.

The first contribution is the development of the **IAWRF**, which conceptualises organisational AI workforce readiness as the interaction of four complementary dimensions: Employee AI Competence, Organisational Readiness, Psychological Acceptance, and Institutional Governance. This framework extends existing AI readiness literature by integrating technological, organisational, psychological, and institutional perspectives within a single conceptual architecture.

The second contribution is the introduction of the **DLAWR**. The theory explains organisational AI workforce readiness as a dynamic organisational capability emerging through continuous alignment between **Managerial Logic and Human Logic**. Rather than positioning organisational capability and employee acceptance as separate explanatory perspectives, the theory demonstrates how sustainable AI implementation depends upon their reciprocal interaction throughout organisational transformation.

The third contribution is the development of the **IAWRC**, which operationalises the conceptual assumptions of the IAWRF and DLAWR by providing a structured analytical framework capable of integrating complementary organisational and workforce evidence within a unified empirical model.

Finally, the monograph introduces **Human-Centred AI Transformation** as an overarching organisational paradigm that integrates the theoretical, methodological, and empirical contributions developed throughout the study. This perspective positions people, organisational capability, responsible governance, and continuous learning as the primary drivers of sustainable AI-enabled organisational transformation.

10.2 Implications for Future Organisations

The findings of the present study suggest that the future competitiveness of organisations will depend increasingly on their ability to integrate AI with continuous workforce development. Strategic HRM therefore assumes a substantially broader organisational role by coordinating competence development, organisational learning, leadership, ethical governance, and employee well-being throughout AI-enabled organisational transformation.

Rather than treating AI implementation as a technology project, organisations should adopt the principles of Human-Centred AI Transformation as a long-term strategic orientation. Such an approach encourages organisations to view technological innovation and human capability as mutually reinforcing organisational resources rather than competing priorities. Consequently, sustainable organisational performance will increasingly depend upon maintaining continuous alignment between organisational objectives and workforce capability within evolving technological environments.

10.3 Future Research Agenda

Although the present study provides substantial theoretical and empirical contributions, it simultaneously establishes a broad research agenda for future investigation.

Future studies should validate the IAWRF using larger and more representative organisational samples across different industries and national contexts. Longitudinal research designs would provide valuable insight into how organisational AI workforce readiness evolves throughout successive stages of AI implementation and organisational transformation.

Additional research should further examine the explanatory capacity of the DLAWR across different organisational contexts while exploring the influence of organisational culture, leadership styles, digital maturity, institutional environments, and national AI strategies on workforce readiness.

Future scholars may also extend the IAWRC by developing validated measurement instruments capable of supporting large-scale comparative analyses, organisational benchmarking, and international studies. Such work would strengthen both the empirical robustness and practical applicability of the theoretical architecture proposed in this monograph.

10.4 Final Reflection

AI will continue transforming organisations, professions, and societies throughout the coming decades. Yet the findings presented in this monograph suggest that the defining challenge of AI-enabled organisational transformation will not be technological sophistication itself. Rather, it will be organisations' capacity to develop human capability alongside technological capability while maintaining responsible governance, organisational learning, and employee trust.

From this perspective, AI workforce readiness represents considerably more than organisational preparedness for technological innovation. It emerges as a strategic organisational capability determining how successfully organisations translate AI into sustainable organisational performance, workforce resilience, and long-term societal value.

The IAWRF, the DLAWR, and the IAWRC collectively provide a coherent conceptual architecture for understanding this transformation. Together, they establish a foundation for future theory development, empirical investigation, and organisational practice while advancing a broader vision of **Human-Centred AI Transformation** in which technological innovation serves not only organisational performance but also human development, responsible governance, and sustainable organisational progress.

10.5 Overall Scientific Contribution of the Monograph

The overall scientific contribution of this monograph lies in advancing a human-centred and multidimensional understanding of organisational AI workforce readiness. By integrating organisational, workforce, psychological, and institutional perspectives, the study moves beyond predominantly technology-centred explanations of AI adoption and demonstrates the importance of examining AI-

enabled transformation as an organisational phenomenon involving multiple interdependent dimensions.

The monograph develops an integrated scientific architecture in which the IAWRF provides the conceptual foundation for understanding AI workforce readiness, the DLAWR explains the dynamic alignment between Managerial Logic and Human Logic, and the IAWRC provides a theory-driven methodological approach for empirical operationalisation. Together, these contributions support the broader paradigm of Human-Centred AI Transformation, which places workforce development, organisational learning, responsible governance, and human–AI collaboration at the centre of sustainable organisational transformation.

Taken together, the monograph contributes to Strategic HRM and AI-enabled organisational transformation by connecting conceptual development, theoretical explanation, methodological operationalisation, and practical relevance within a coherent research architecture. Rather than treating technological advancement as the primary determinant of successful AI implementation, it emphasises the continuing strategic importance of human capability, organisational alignment, and responsible institutional support in shaping sustainable AI-enabled organisational development.

Ultimately, the central argument of this monograph is that organisations become ready for AI not when they simply acquire advanced technologies, but when technological development is continuously aligned with human capability, organisational preparedness, psychological acceptance, and responsible governance. Human-Centred AI Transformation therefore depends not on technology alone, but on the capacity of organisations and institutions to develop alongside it.



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HUMAN-CENTRED AI WORKFORCE TRANSFORMATION: AN INTEGRATED FRAMEWORK, THEORY, AND METHODOLOGY FOR STRATEGIC HUMAN RESOURCE MANAGEMENT

PETRA CAJNKO,¹ POLONA ŠPRAJC²

¹ University of Maribor, Faculty of Natural Sciences and Mathematics, Maribor, Slovenia
petra.cajnko@um.si

² University of Maribor, Faculty of Organizational Sciences, Maribor, Slovenia
polna.sprajc@um.si

Artificial intelligence is increasingly transforming work, leadership, and workforce development, yet technological readiness alone does not ensure successful organisational transformation. This scientific monograph examines organisational and workforce readiness for AI implementation from the perspective of Strategic Human Resource Management. Drawing on an interdisciplinary theoretical review and two empirical studies, it develops the Integrated AI Workforce Readiness Framework (IAWRF), the Dual-Logic AI Workforce Readiness Theory (DLAWR), and the Integrated AI Workforce Readiness Composite Framework (IAWRC). The monograph identifies four interdependent dimensions of AI workforce readiness: Employee AI Competence, Organisational Readiness, Psychological Acceptance, and Institutional Governance. It advances the paradigm of Human-Centred AI Transformation and argues that sustainable AI implementation requires continuous alignment between technological development, organisational preparedness, workforce capability, employee trust, and responsible governance.

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Monografija ponuja celovit in sodoben pogled na izzive, ki jih umetna inteligenca prinaša organizacijam in zaposlenim. Njena posebna vrednost je v povezovanju tehnoloških sprememb s človeškimi, organizacijskimi in institucionalnimi vidiki ter v poudarjanju pomena odgovorne in na človeka osredotočene transformacije organizacij.

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Na podlagi končne presoje ocenjujem, da monografija predstavlja kakovostno, aktualno, izvirno in znanstveno utemeljeno delo, ki pomembno prispeva k razvoju Strategic HRM in raziskovanju človeku usmerjene organizacijske transformacije v obdobju umetne inteligence.

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The publication demonstrates a high level of scientific maturity, conceptual originality, methodological consistency, and practical relevance. It represents a valuable addition to the scientific literature and offers a solid foundation for further theoretical and empirical research in this rapidly developing field.

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