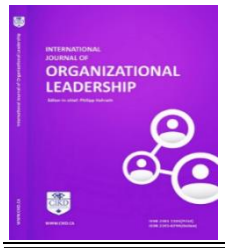
*International Journal of Organizational Leadership 14(2025) 126-138*



**INTERNATIONAL JOURNAL OF ORGANIZATIONAL LEADERSHIP**

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journal homepage: https://www.ijol.cikd.ca

# AI the Double-edged Sword: Navigating the Career Adaptability through the Parallel Mediation of Fear of Failure and Career Insecurity

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**Keywords:**
*Artificial intelligence, Career adaptability, Career insecurity, Fear of failure*

***Received***
*07 November 2024*
***Received in revised form***
*08 January 2025*
***Accepted***
*29 January 2025*

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## ABSTRACT

AI is a new normal for the business world. It is expected to revolutionize business operations and improve organizational performance. It can also work as a double-edged sword as it may have many detrimental effects in terms of reduced labor demand and increased job insecurity. Building on these lines, this study investigates the relationship of AI perceptions with career adaptability through parallel mediation of fear of failure and career insecurity. The data were collected through questionnaires, and 231 filled responses were obtained from employees of IT firms, software houses, and call centers. The data analysis revealed that AI is not directly associated with career adaptability rather indirect relationships through fear of threat and career insecurity are supported. It was also observed that fear of failure negatively mediates the relationship, while career insecurity positively mediates it. Implications are drawn on the basis of findings, and future directions are also given. The management can apply the understanding of the study to carry out training needs assessment for AI-related training. The management should also involve employees and make them familiar with the positive uses of AI at work. Training could also improve performance when the employees apply the AI at work.



Artificial Intelligence (AI) refers to a broad range of computer-aided systems that are able to perform intricate mathematical algorithms, which enhances problem-solving abilities and decision-making skills (Oosthuizen, 2019). Several empirical studies have clarified how AI is

integrated into the organizational operational framework (e.g., Brougham & Haar, 2018; Chui et al., 2015). It is expected to revolutionize the workplace by increasing organizational productivity and improving operational efficiency (Wilson et al., 2018). Including AI in workplace systems and procedures may lead to the creation of new job opportunities. According to Bughin (2018), companies deploying advanced AI systems will need a team of people skilled at incorporating AI into the workplace. The use of AI in the workplace may also lead to the displacement of certain traditional jobs as new ones become available. According to Presbitero and Teng-Calleja (2023), the McKinsey Global Institute has projected that the continued integration of AI in modern workplaces will restructure and redesign 800 million occupants by 2030. It is therefore believed that AI in the workplace shall lead to the creation of new job categories requiring new skill sets in order to successfully adjust to novel work approaches. According to Szabó-Szentgróti et al. (2021), workers should be able to work effectively with AI, particularly when it comes to delegating the labor-intensive parts of their jobs to AI while also maintaining human oversight responsibilities. Given that integrating AI into the workplace brings advantages as well as difficulties, it is critical to understand employees' perspectives and how they affect attitudes toward their jobs and careers (e.g., Mena-Guacas et al., 2023; Presbitero & Teng-Calleja, 2023; Wilson et al., 2018).

Considering the directions for investigation of employees' perspectives of AI, numerous studies have been carried out recently. These studies have investigated both the positive and negative consequences of AI on employees. One aspect that all have valued belongs to the fact that AI influences employee feelings negatively and causes stress and depression (e.g., Brougham & Haar, 2020; Van Looy, 2022) and overall well-being (Kowalski & Loretto, 2017). Furthermore, it is also observed that AI may lead to attitudinal and behavioral outcomes, e.g., job satisfaction, career prospects, and turnover intentions (Chen et al., 2023; Kong et al., 2021). One important aspect is whether AI is perceived positively or negatively for the career outcomes of employees (Chuang et al., 2022; Dabbous et al., 2022; Mena-Guacas et al., 2023). Additionally, previous studies lack depth and do not explain how AI may influence career outcomes, e.g., adaptability. The dearth of literature impedes the comprehensive understanding of AI outcomes from employees' perspectives and how the outcomes may come into existence.

Against the highlighted backdrop, our research delves into the career adaptability literature by focusing on the role of AI and the mechanism through which the relationship may exist. The premise is developed using the theoretical lens of Social Cognitive Career Theory (SCCT, Lent, 2002; Lent & Brown, 2013). The theory proposes that individuals adapt and change their career perspectives when they have a dynamic environment and surroundings. The relationship has recently gained researchers' attention when contextual factors have been found to strongly predict career decisions and adaptability (Choy & Yeung, 2023). Building on the given lines, we propose and empirically investigate that introducing AI at the workplace is translated as dynamism at the organizational environmental level, and employees tend to consider it a change in their surroundings, which influences their career choices, decisions, and adaptability. Due to the inclusion of AI in the workplace, employees would be required to upgrade their skills, and therefore, they would need to adapt to the change. This is often termed career adaptability and is defined as one's ability to navigate and adapt to changes in roles, environment, and work practices (Presbitero & Teng-Calleja, 2023). As the introduction of AI changes the working environment, there is a chance of displacement, and computers and

machines will do lots of jobs; therefore, employees will need to upgrade their skills (adaptability).

We delve further deeper by proposing and empirically investigating the mechanism through which perceptions of artificial intelligence are associated with career adaptability. As the literature highlights that employees perceive AI negatively, which may bring negative consequences, we propose that it may create fear of failure and career insecurity. We delineate that due to AI, employees tend to lose their confidence and feel fear because they would not be able to cope with the rapidly changing requirements. Furthermore, they will also feel that they may have to switch careers, i.e., career insecurity. Both outcomes feel obvious as AI comprises a range of sophisticated technologies, including automated reasoning, natural language processing, image recognition, knowledge repositories, and machine learning (Lauriola et al., 2022). According to Shadbad and Biros (2021), AI may lead to feelings of insecurity and incompetence. We suggest that, due to fear of failure and career adaptability, people may indulge in career adaptability, which is examined through the parallel mediation of both the aforementioned facets. In addition, it is valuable to highlight that previous studies offer mixed results for the outcomes of AI and its relationship with career adaptability, as it may positively and negatively influence careers. While delving into the phenomenon, this study covers the investigation from both these aspects and aims to find empirical evidence highlighting the nature of relationships.

The (aforesaid) proposed relationship is supported by the SCCT (Lent, 2002), which proposes that the outcomes expected from a social or environmental event play a significant role in pursuing career goals and actions. When individuals adapt to the improved set of skills, they are said to indulge in career adaptability. We propose and define AI adoption at the workplace as an important event or environmental factor that may influence employees' perceptions negatively. In response, employees may tend to indulge in career adaptability. By considering the said association, we make some valuable contributions to the existing body of knowledge and offer some insightful learnings for practice. Theoretically, using the lens of SCCT, we emphasize the fear of failure and career insecurity as the parallel mediators between AI perceptions and career adaptability, thus valuing and answering some recent calls (e.g., Presbitero & Teng-Calleja, 2023; Zhou et al., 2023). Practically, the findings are expected to highlight some valuable messages for the management by highlighting the areas where improvement is needed. We empirically highlight that the employees perceive AI negatively and, therefore, should be informed, trained, motivated, and rewarded for the adoption of technologies. This will help in making optimal use of the available human resources without losing any of them.

## Hypotheses Development

### *AI Perceptions and Career Adaptability*

According to Presbitero and Quita (2017), career adaptability is the capacity of an individual to adjust to the constantly changing and dynamic characteristics of the modern work environment. It entails being open to adapting to new circumstances, acquiring new skills, and pursuing opportunities that align with changing industry trends and work needs (Safavi & Bouzari, 2019). Career adaptability is defined by the capacity to enable people to actively create

their professional path and maintain flexibility in unpredictable situations, enabling them to not only withstand but also thrive in the face of adversity (Coetzee et al., 2017). This quality fosters adaptability, inventiveness, and the capacity to manage a range of professional situations, all essential for success in today's fast-paced environment.

There is a lack of literature that has focused on the relationship between AI perceptions and career adaptability, but the same is assumed using related studies and empirical findings. Past studies highlight that AI can influence employees differently. For instance, Oosthuizen (2019) observed that employees perceive AI differently due to age, and it influences their career success and financial well-being. Chui et al. (2015) published their research report in McKinsey Quarterly, where they reported that due to the emergence of AI and allied technologies, employees (from top to bottom) have to redefine their jobs (career shift).

There are mixed findings about the impact of AI on employees and their job-related outcomes. For instance, Ahn and Chen (2022) carried out their research on Public Administration and observed that AI adoption is only possible when the employees are willing to adopt that, while the adoption is dependent upon their familiarity with technology and the cost/benefits associated with its adoption. They also found that fear of job loss is present, which leads to the creation of negative feelings about AI. Dabbous et al. (2022) focused on ways of adopting AI in the workplace. They found that five important factors influence its adoption: organizational culture, habit, perceived self-image, perceived usefulness, and job insecurity. They found that job insecurity negatively influences its adoption as employees perceive that they may lose their jobs. Abdullah and Fakieh (2020) also found that employees perceive that AI may take away their jobs. Zhou et al. (2023) further investigated the outcomes of perceptions about AI and reported that when AI is perceived negatively in the workplace, it increases employee stress, work interests, and withdrawal behavior.

Contrarily, there is a growing number of publications that report the positive impact of AI on employees. For example, Rudolph et al. (2017), in their meta-analysis of 90 studies, found that individuals tend to adapt to their careers due to various factors, including personal (e.g., personality, perceptions, self-efficacy, and planning), career results (success, stress, and security), and personal factors (age and gender). Their results highlighted that career adaptability might be different for different persons. Based on the given literature, we propose that when employees perceive positively about the AI, they tend to adapt their careers positively. The same is proposed below:

**H1:** There is a positive relationship between AI perceptions and career adaptability.

## *Mediating Role of Fear of Failure*

Fear of failure is one’s perceptual state that there is a high probability of failing due to changes. It is a psychological state that is often driven by the cognitive and psychological evaluation of one's surroundings. Fear of failure is deeply rooted since childhood and is an outcome of self-evaluation. It leads individuals to take actions that help them avoid situations of shame, embarrassment, and humiliation (Taylor et al., 2023). It is influenced by both internal and external environmental factors (Giel et al., 2020; Sagar & Lavallee, 2010). Intrinsic factors may include life experiences, personality, and upbringing (Taylor et al., 2023). The external factors are related to the environment in which one works (Giel et al., 2020; Sagar & Lavallee,

2010). This study entails the value of the external environment and considers the introduction of AI at the workplace as something external that may influence employees' fear of failure.
The relationship between AI perceptions and fear of failure is built on the basis of existing literature. Out of a few studies, Abdullah and Fakieh's (2020) study in healthcare identified that employees feel fear of AI adoption because they perceive it negatively. Ahn and Chen's (2022) study on Public Administration also identified that employees perceive AI negatively because they fear that AI may take away their jobs. Dabbous et al. (2022) observed that feeling fear of AI is natural as employees feel this due to their experience, personality, and knowledge about AI. Zhou et al. (2013) highlighted the dark side of AI-based working in organizations and identified that employees feel that AI might work better and can reduce their value to an organization. None of the studies focused on fear of failure, but we believe that feelings that AI can work better than them (Zhou et al., 2013), lack of experience (Dabbous et al., 2022), and negative perceptions (Abdullah & Fakieh; 2020; Ahn & Chen, 2022).

It is also expected that the outcomes are not going to stop over here rather, as fear leads to influence career adaptability. The same has not been proposed and empirically tested, but we use the related literature to propose the same. For instance, Gómez-López et al. (2020) identified that fear of failure leads to shame, scoffing, and nervousness. It also leads to depression, anxiety, reduction in performance, and increased dropout (Sagar & Lavallee, 2010). As negative perceptions about AI lead to failure, which leads to further emotional and psychological decay, employees tend to change their career focus. In their study on vocational students, Chuang et al. (2022) highlighted that individuals either avoid career goals (put less effort) in this career choice or adapt to them and exert more effort. However, it is interesting that career adaptability comes into existence in both cases. Based on these lines, the following hypothesis is proposed:

**H2:** Fear of failure mediates the relationship between AI perceptions and career adaptability.

## *Mediating Role of Career Insecurity*

This study also proposes and tests the mediating role of career insecurity. The same has not been empirically tested, but we propose the relationship using the premise of existing literature. Ahn and Chen (2022) found that public administration employees consider that due to AI, they may lose their jobs; therefore, they consider it something negative. Dabbous et al. (2022) also found that when employees feel that AI is something negative, they feel it may take away their jobs. However, it is not empirically observed how it may further lead to career adaptability. The said association can be built using the empirical literature on job insecurity and career outcomes. One such study was conducted by Alisic and Wiese (2020), who found that career insecurity activates the defensive mechanism, and employees tend to manage their careers.

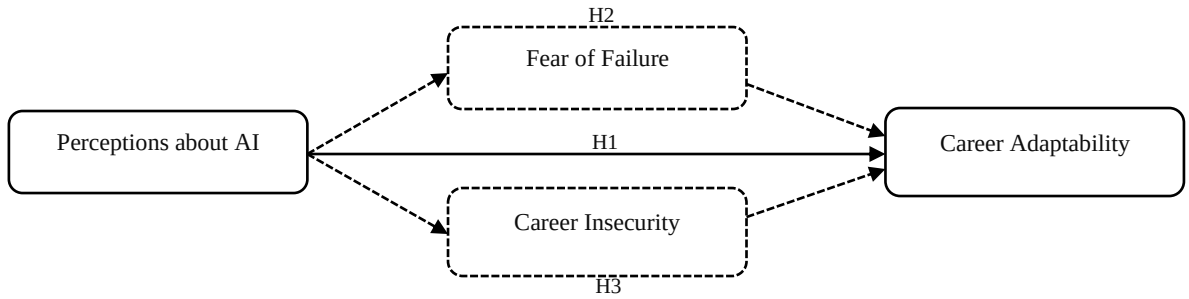
The said association can be built on the existing literature and theoretical lens. The existing literature highlights that career insecurity leads to negative feelings about job and organization, i.e., low commitment and increased turnover intentions (Alisic & Wiese, 2020). Ugboro (2016) also observed that job insecurity leads to negative consequences like reduced organizational commitment as employees tend to switch careers. Similar results are drawn by the study of Presbitero and Teng-Calleja (2023), who observed that individuals tend to activate the career self-management mechanism due to insecurity caused by the AI introduction at the workplace.

As AI may lead to job insecurity (Ahn & Chen, 2022; Dabbous et al., 2022), which may further affect career preferences and change it (Presbitero & Teng-Calleja, 2023), it is proposed that job insecurity mediates this relationship, which is proposed below:

**H3:** Career insecurity positively mediates the relationship between AI perceptions and career adaptability.

Figure 1 presents the conceptual framework of the study.

**Figure 1**
*Conceptual Framework*




## Method

In accordance with the goals of the study, positivist research philosophy, deductive methodology, survey method, and quantitative data analysis techniques were used. Using snowball sampling, data for the current study was obtained from 231 employees working in IT firms, software houses, and call centers. The use of AI is becoming common in the said industries with an aim to improve service and operational efficiency (Presbitero & Teng-Calleja, 2023). Through AI, machines are enabled to answer phone calls and develop software and applications, thus removing the need for a humanistic workforce. As the size of the population was unknown, the sample size was determined using the rule-of-thumb approach (i.e., number of items × 20); thus, the study's sample size was 360. The questionnaires were used to elicit the responses of the selected respondents using the snowball sampling technique. The sampling technique is useful as it helps in approaching the most relevant respondents. The majority of the respondents were male (67%), had a university degree (73%), and were at the career establishment stage (average 2.5 years of experience).

### *Instruments*

The measures were adopted from past studies and were widely used and accepted in literature. AI perception was operationalized using the four-item scale of Brougham and Haar (2018). It covered items like “I think my future in my industry is being threatened by the introduction of artificial intelligence”. The five-item scale of Colakoglu (2011) was used to measure *career insecurity*. It covered items like “I will lose my current job”. *Career adaptability* was operationalized using the cognitive flexibility scale from the Program for International Student Assessment (PISA) 2018 (Chuang et al., 2022). The scale was adapted by making necessary amendments. It consisted of six items including exemplary items of “I can deal with unusual situations”. The scale for *fear of failure* was taken from the work of PISA 2018 and covered three items. This scale was also modified to fit the work settings. It also

covered the items like “When I am failing, I worry about what others think of me”. The adapted scales showed acceptable level of alpha reliability values (i.e., .73 and .81, respectively). All the measures were assessed on a five-point scale with different anchors at points.

## Results

The results of descriptive statistics, reliability, and correlation are shown in Table 1, where it is clear that all the measures meet the criteria of reliability (i.e., ∞ > .70). The descriptive statistics cover the mean and standard deviation of variables of interest. As presented in Table 1, it is evident that the average age of a respondent is 26.45 years, with an average experience of 3.26 years. The mean scores for all the variables of the study are presented against five points. The findings reveal that all the variables have mean scores that can be rounded to four (except career insecurity), showing the prevalence of variables in the sample. The correlation coefficients are further provided in Table 1, showing the relationship among variables of interest. It is evident from Table 1 that AI is positively related to the fear of failure (ß = .31, $p < .05$) and career insecurity (ß = .39, $p < .05$) while its relationship with career adaptability is insignificant (ß = -.09, $p > .05$). Furthermore, fear of failure is negatively associated with career adaptability (ß = -.28, $p < .001$), and career insecurity are positively related with the career adaptability (ß = .29, $p < .05$). These results support our assertion that there is a relationship between variables of interest; therefore we processed further with the hypotheses testing through regression analysis.

**Table 1**

*Descriptive Statistics*

| | *M* (*SD*) | ∞ | Gender | Age | Tenure | AI | FF | CI |
|---|---|---|---|---|---|---|---|---|
| Gender | -- | -- | | | | | | |
| Age | 26.45 (3.05) | -- | -- | | | | | |
| Tenure | 3.26 (2.75) | -- | -- | -- | | | | |
| AI | 4.32 (0.62) | .76 | .02 | .04 | .07* | | | |
| FF | 3.51 (0.87) | .81 | .10* | -.03 | -.02** | .31* | | |
| CI | 3.39 (0.59) | .73 | .08* | -.11* | .06* | .39* | .18** | |
| CA | 4.05 (0.43) | .80 | .01 | .02 | .10* | -.09 | -.28** | .29* |

*Note*.*p < .05, **p < .001, AI=perceptions about AI, FF=fear of failure, CI=career insecurity, CA=career adaptability

Hypotheses testing results are shown in Table 2, which covers both the results for direct and indirect effects. It is evident that AI is not directly associated with career adaptability (ß = -.11, p < .09), as the relationship is neither strong nor significant. The results, therefore, highlight that the H1 of the study is not supported. Further analysis is carried out to see the outcomes of H2 and H3. Table 2 reveals that the AI influence on career adaptability through fear of failure is significant (ß = -.08, p = .01), highlighting that the mediation relationship exists. The results, therefore, support H2 of the study, which assumes mediation between AI and career adaptability through fear of failure. It is also highlighted that the mediation is full in nature as the direct relationship is not statistically significant. It is worth noticing that the mediation is negative in nature, thus signifying that the AI leads to fear of failure, which reduces the career adaptability of the employees. Table 2 shows that the mediation of career insecurity between AI and career adaptability is also supported (ß = .08, p = .003); therefore, H3 is also proved. Here again, the full mediation relationship is proven and supported.

**Table 2**

*Hypotheses Testing*

| Hypotheses | Relationship | Path Coefficient | p | Results |
|---|---|---|---|---|
| **Direct effects** | | | | |
| H1 | AI → CA | -.11 | .097 | Not Supported |
| | AI → FF | .27 | .014 | |
| | FF → CA | -.31 | .007 | |
| | AI → CI | .28 | .026 | |
| | CI → CA | .29 | .009 | |
| **Indirect effects** | | | | |
| H2 | AI → FF → CA | -.08 | .015 | Supported |
| H3 | AI → CI → CA | .08 | .003 | Supported |

*Note*. *$p$ < .05, **$p$< .001, AI = perceptions about AI, FF = fear of failure, CI = career insecurity, CA = career adaptability

## Discussion

Building upon the SCCT (Lent, 2002), this study investigates the relationship between employees' perceptions of the use of AI at the workplace and career adaptability. This study also considers the parallel mediation mechanism of fear of failure and career insecurity. The findings of the study are interesting and discussed below. First, the results reveal that AI has no relationship with the career adaptability of the sample selected for the current study. Although the results are not consistent with the study's assertion of a positive relationship between AI and career adaptability (H1), findings of the previous studies, e.g., Rudolph et al. (2017) and even the theoretical lens of the study it is still interesting and important because it highlights some important points to ponder at. The second important takeaway is about the ways and mechanisms through which AI influences career adaptability.

The first mechanism is through mediation of fear of failure. The findings here highlight that AI perceptions increase fear of failure, leading to career adaptability, and the mediation is negative. These results are in line with the study hypothesis (H2), the theoretical underpinning of SCCT, and past studies. Past studies (e.g., Chuang et al., 2022; Gómez-López et al., 2020; Sagar & Lavallee, 2010) have observed that environmental and workplace changes (e.g., AI introduction) create feelings of fear because employees tend to consider it a threat for their jobs and career. In response, employees tend to reduce their efforts toward attaining their career goals because they feel that ultimately, they will be replaced by technology (i.e., AI) (Chuang et al., 2022). Contrary to that, these results are against the assertions of Rudolph et al. (2017), who observed that states of uncertainty increase employees' career adaptability.

The second mechanism proposed and empirically tested is the mediating role of career insecurity (H3), which is supported. The results reveal that perceptions of AI increase career insecurity, leading to career adaptability. These results are in line with the existing literature and prove that AI leads to fear of job loss (Ahn & Chen, 2022; Dabbous et al., 2022; Lee & Jeong, 2017) and in order to cope with the feelings of insecurity, employees tend to adapt to the change (Presbitero & Teng-Calleja, 2023; Ugboro, 2016). The findings also support the theoretical premise of the study based on SCCT (Lent & Barown, 2013). The results reveal that AI may not always directly influence career choices and adaptability decisions; rather, some mechanisms lead to career decisions. The current study highlights the two, i.e., fear of failure and career insecurity, and empirically proves the role of both.

## Implications

This study offers some valuable insights through empirical investigation. The study focuses on identifying employees' perceptions of the introduction of AI at the workplace and its effects on their career outcomes. AI is the future of organizations and is expected to influence their overall strategy, structure, design, and outcomes (Brougham & Haar, 2018; Chui et al., 2015). It is expected to revolutionize the workplace by increasing organizational productivity and improving operational efficiency (Wilson et al., 2018). Therefore, business entities cherish its inclusion. On the other hand, not all employees may consider it positive, as the McKinsey Global Institute report highlights that almost 800 million jobs are to be influenced by AI by the end of 2030. It is therefore believed that employees consider AI as a threat (e.g., Brougham & Haar, 2020; Van Looy, 2022). This has attracted researchers to carry out research on AI from employees' perspectives (e.g., Mena-Guacas et al., 2023; Presbitero & Teng-Calleja, 2023). This study is an attempt to add to this array of literature by investigating the effects of AI perceptions on employees' career adaptability. There is a dearth of literature that focuses on the said association, and more specifically, from developing countries where the pace of technological disruptions is slow. By carrying out such a study, a problem may be identified well before time, and remedial measures may be taken proactively. Though the findings do not support the assumption, they leave an interesting aspect to cover: why there is an insignificant relationship between AI and career adaptability in developing countries. The question was answered in the follow-up analysis, where mediation mechanisms of fear of failure and career insecurity were proposed, empirically tested, and statistically proved.

Therefore, this study also adds value to the literature by highlighting the parallel mediation mechanism of fear of failure and career insecurity. Both these aspects are important to consider, as fear of failure was proposed to negatively influence career adaptability, while career insecurity is proposed to enhance career adaptability. The findings supported both assertions and proved that AI has only an indirect influence on career adaptability. Hence, the findings signify that the results may vary across cultures, samples, work settings, and organizations. These results are, therefore, valuable to be considered by practitioners, theorists, and researchers.

The findings also have some important implications from theory perspectives, i.e., SCCT (Lent & Brown, 2013), which proposes that external and environmental factors work as stimuli for career push and adaptability. The findings support the theoretical premise from one aspect, where career insecurity proves to be a strident force that increases one's propensity for career adaptability. On the other hand, this study highlights that external factors do not always work positively, rather, they may create a situation of fear of failure, which may negatively influence career adaptability. Therefore, the study adds to the theoretical lens as well.

The findings of the study have some valuable messages for the management of organizations. The foremost is the preparation of a technology-adaptive culture so that employees may feel responsible for adjusting to that culture. In an effort to adjust to the environment, employees would work in line with the organizational practices and, therefore, tend to be ready for the adoption of technology. Furthermore, the management should conduct training sessions on future technologies including AI, and highlight how future work is going to be changed. Portraying the positive side of these technological changes would influence the perceptions of employees and prepare them for the future. Management should also identify

the employees who consider AI adoption to be a threat and try to train them to use AI so that they may adapt to their careers and get the benefits of the technological revolution. Training, workshops, seminars, information sessions, and other activities should be arranged to prepare the workforce for the future. This will positively influence their career-related perceptions and increase their motivation to serve the organization. With the inclusion of such practices, the organizations would be able to bring positive changes in employees' attitudes and behaviors.

## *Limitations and Future Directions*

Though the research endeavor is based on a rigorous research approach, it is still prone to some limitations. The foremost is the sample size of the study. Though the sample size met the adequacy requirements, better results can be drawn on large sample sizes. The study design is another limitation, as due to the non-availability of the sampling frame, the researchers were unable to draw the sample nor move with the longitudinal design. Therefore, this study proposes that future studies should conduct longitudinal research to see the causal effects of AI adoption on employees and organizational-level outcomes. The study also considered samples from IT, telecom companies, and call centers, while the use of AI is wider. For instance, it is already in practice in medicine, surgery, IT, software development, agriculture, and many other fields. Future researchers should take samples from multiple sectors to draw a generalized result. The study covers only employee-related outcomes of AI, but this is not the end, as employee perceptions, attitudes, and behaviors influence the team and organizational level outcomes. Therefore, future researchers should further identify how career-related results lead to team and organizational-related outcomes. This study highlights that AI does not directly influence career adaptability but only through mediators (fear of failure and career insecurity), while some other variables may be considered as part of the mechanism. For instance, the results help us believe that there are some conditional variables that may be present and can influence the outcomes of AI perceptions. Future studies should consider the boundary condition of personal factors (e.g., career self-efficacy, proactive personality, learning orientation), organizational factors (e.g., organizational support, justice at the workplace), and supervisor/leadership-related factors (paradoxical leadership, transformational leadership, and, inclusive leadership, etc.). All these factors can change the way employees consider AI and, therefore, influence the outcomes associated with that. Future researchers can also consider some other theories, e.g., social learning theory and environmental fit theory, or work on more than one theory in tandem. The inclusion of these theories may help in creating novel explanations of the relationship of AI with outcomes. Future studies could be carried out on women's samples, as they have unique family and professional preferences (Ahmed & Riaz, 2024), so the findings might be different and interesting for them. Future studies can consider fit perceptions as a boundary condition (Ahmed et al., 2024), as fit perceptions change the way employees perceive various organizational acts and choose their response to them.

## Declarations

## Acknowledgements
Not applicable.

## Disclosure Statement
No potential conflict of interest was reported by the authors.

## Ethics Approval
Not applicable.

## Funding Acknowledgements
Not applicable.

## Citation to this article
Ahmed, I., Asim, Z., Kamran, H., Mahmood, M., & Usman, A. (2025). AI the double-edged sword: Navigating the career adaptability through the parallel mediation of fear of failure and career insecurity. *International Journal of Organizational Leadership, 14*(1), 126-138. https://doi.org/10.33844/ijol.2025.60452

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