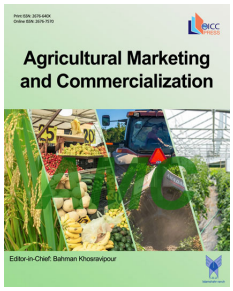

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Investigating the Effect of Human Resource Management Automation and Organizational Intelligence Capabilities on Job Satisfaction

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Abstract:

The present study aims to investigate the effect of intelligent human resource management and organizational smart capabilities on job satisfaction among employees of the Central Administration of Islamic Azad University. This research is applied in terms of purpose and descriptive in terms of data collection method. The statistical population consists of 2,085 employees from the University's Central Administration, from which a sample of 325 individuals was selected using a multi-stage cluster random sampling method based on the Morgan Table. Standardized instruments were employed to measure the research variables: Intelligent Human Resource Management was assessed using the questionnaire developed by Abbasi and Esmaili (2024), consisting of 65 items among nine subscales. Organizational Smart Capabilities were measured with the Mikalef and Gupta (2021) questionnaire, comprising 46 items among eight subscales; and Job Satisfaction was assessed using the Minnesota Satisfaction Questionnaire, including 19 items among six subscales. All questionnaires were scored using a Five-Point Likert Scale. Data analysis was conducted using SPSS version 27 for descriptive statistics and Smart PLS version 4 for structural equation modeling. The results of hypothesis testing indicated that Organizational Smart Capabilities have a positive and significant effect on Job Satisfaction (Path Coefficient = 0.467, t-value = 5.999, p-value = 0.000). Similarly, Intelligent Human Resource Management also showed a positive and significant effect on Job Satisfaction (Path Coefficient = 0.412, t-value = 5.379, p-value = 0.000). These findings suggest that strengthening technological infrastructures and the strategic utilization of human resources can play a significant role in enhancing employee job satisfaction.

Keywords: Intelligent Human Resource Management, Organizational Smart Capabilities, Job Satisfaction, Structural Equation Modeling

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INTRODUCTION

In the digital transformation era, smart technologies such as artificial intelligence (AI), the Internet of Things (IOT), and advanced automation have been raised as key factors in the transformation of workplaces. Technological developments and the emergence of smart systems have significantly affected the organizations management methods and have allowed optimization of organizational performance, which has led to the formation of new models in human resource management (Tarafdar et al., 2019). Intelligence which means the use of advanced technologies

such as artificial intelligence, machine learning, and Big Data Analytics, has not only made organizational processes more efficient, but has also led to major changes in job structures and the nature of work (Parviainen et al., 2017). These technologies allow improved productivity, reduced costs, and increased service quality. However, how these advances affect the manpower, especially the subjective aspects such as job satisfaction, remains a challenging issue (Fan et al., 2023).

Although intelligence of organizations is promising for reducing work pressures and increasing flexibility, it can have conflicting consequences for employees. On the one hand, smart technologies improve job satisfaction by reducing repetitive tasks, increasing accuracy, and providing advanced analytical tools. On the other hand, fear of replacing labor force with technology increases job stress and reduces psychological safety (Wahdaniah et al., 2023).

Making organizations smarter not only improves operational aspects, but also affects organizational culture. Organizational Intelligence not only improves the operational aspects but also affects the organizational culture.

For example, creating digital workplaces and hybrid work environments can reduce human interactions and affect employees' sense of belonging to the organization. This is especially more evident in organizations where human communication are a main part of the organizational culture (Chuang, 2024).

Research shows that change management is crucial in the organizational intelligence process. If organizations cannot motivate employees to accept new technologies, this can lead to resistance to change, reduced efficiency, and finally reduced job satisfaction. The role of training and skills development is one of the main prerequisites for the success of intelligence is training employees to use new technologies.

Without enough training plans, employees may feel inefficient and insecure, which can reduce job satisfaction (Huang & etal., 2019). Challenges related to change management of successful implementation of intelligent technologies require managing cultural and behavioral changes in organizations.

Not paying attention to change management and employee training often lead to resistance to technology and reduced productivity. Studies have shown that organizations with a human-centered approach could have turned these challenges into opportunities (Cascio & Montealegre, 2016).

Emerging trends in management, such as digital leadership, use of the metaverse, and the balance between technology and human centeredness, offer new frameworks for analyzing the relationship between intelligence and job satisfaction. For example, collaborative management approaches which emphasize strengthening human communication can reduce the negative effects of intelligence (Fan et al., 2023).

Technology and improved efficiency of smart technologies can lead to improved efficiency and reduced workload. This allows employees to focus more on their tasks and, as a result, increase their job satisfaction. The reason is that intelligence can lead to job satisfaction by facilitating repetitive tasks and improving organizational decision-making reducing workload, increasing accuracy, and reducing errors (Schneider & Sting, 2020).

Research shows that higher job satisfaction can lead to increased productivity and lower turnover rates. Employees who are satisfied with their jobs tend to perform better and contribute more to organizational goals. This mutual relationship between job satisfaction and productivity makes it even more important to pay attention to this category (Valeriya et al., 2024).

Exploring new trends in management, such as the use of big data and advanced analytics, can help identify employees' needs and improve job satisfaction. These trends allow managers to make better decisions and respond to employee's needs.

For example, the use of regular surveys and data analysis can help identify employee's problems and needs (Tunnufus et al., 2024). Intelligence can also have consequences for the social and economic structures of organizations .

Although economic challenges of intelligence are advantageous in terms of productivity and reduced operating costs, they can impose high implementation costs such as new inequalities among the personnel or different levels of digital skills or increasing dissatisfaction among those who are not able to adapt to changes (Chuang, 2024). In addition, organizations should compile policies for protecting justice in workplace and prevent new inequalities (Brougham & Haar, 2018).

This requires organizational policies to manage justice in the workplace. In addition to social aspects, intelligence may also create operational challenges.

These challenges include the increased initial costs of technology implementation and the need to reconstruct organizational processes. These factors can put additional pressure on employees and managers. Previous studies have confirmed the positive effect of smart technologies on job satisfaction, but have seldom studied the role of mediating variables and organizational conditions.

For example, Fan et al. (2023) showed that if the smart technologies are companied by change management, they can improve job security and satisfaction of the personnel.

There are limited deep and systematic studies on how intelligence can directly and indirectly affect the job satisfaction. Although different studies have dealt with the role of intelligence in organizational productivity, limited and widespread research has been done on the relationship between intelligence and job satisfaction and effect of these two factors on each other in the managerial emerging trends. For example, trends such as flexible management, creation of Hybrid Work Environments and focus on mental health of the personnel can be effective in the relationship between these two variables (Parviainen et al., 2017).

Therefore, the main question is how the organizations can use intelligence capacities for improving the job satisfaction.

In this study, the emerging trends in management and their

effect on the relationship between intelligence and job satisfaction will be studied.
It is important to present an applied insight for the organizations to balance technological productivity and welfare of the personnel.

THEORETICAL FRAMEWORK AND RESEARCH BACKGROUND

Job Satisfaction

Job satisfaction refers to a set of feelings and attitudes which a person experiences towards their job. Job satisfaction is defined as the degree of overall enjoyment and satisfaction with a job, which results from the organization's ability to meet the expectations and needs of employees.
This factor not only contributes to the job achievement but also increases productivity and personal satisfaction of the persons (ALI et al., 2018).
In broader social concept, job satisfaction is defined as response and reaction of the personnel to the work conditions and internal changes of organization as a result of the work situation.
Job satisfaction is recognized as a positive and enjoyable experience of person's assessment of the job or experiences (Tepret & Tuna, 2015), which plays an important role in improving the organizational performances and motivating the personnel. Studies show that different factors such as work conditions, personal growth opportunities, relation with colleagues and financial rewards affect satisfaction (Locke, 1976). In fact, job satisfaction not only affects productivity but also reduces turnover, increases loyalty to organization and improves personal performance of the personnel (Judge et al., 2005). On the other hand, creating a positive workplace and supporting the mental needs of the personnel can considerably promote the jo satisfaction and lead to organizational achievement (Judge et al., 2005).
According Kreitner and Kinicki (2014), one of the ways to increase job satisfaction is to pay attention to individual values and provide opportunities based on these values. For this reason, organizations should use new approaches such as using modern technologies and management methods to improve job satisfaction.
There is no doubt that implementing efficient and effective methods in improving job satisfaction is essential because the basis for increasing job satisfaction is on the mutual benefits of organizations and employees (Jiang et al., 2020).

Intelligence

Artificial Intelligence (AI), as a system which uses data to learn and make decisions, is highly able to make optimal decisions in complex and uncertain environments. This technology, using machine learning algorithms, is able to automatically analyze data and give the most optimal results.
In addition, artificial intelligence as a digital workforce can play a key role in improving the performance of organizations and their stability in changing environments (Sharma et al., 2021).
Artificial intelligence develops the computer systems which are capable of performing tasks which usually need human intelligence. These systems analyze data, identify models, make decisions, and solve complex problems using complex algorithms and models.
In other words, Artificial intelligence (AI) allows systems to learn and adapt to new conditions, so that they can automatically optimize their performance (Alpaydin, 2020; Mitchell, 2019).
Intelligence has two main aspects: 1. The positive aspect, which includes improving efficiency, reducing human errors, facilitating decision-making processes, and reducing the volume of repetitive tasks. These can lead to increased employee job satisfaction enabling them to focus on more creative and strategic tasks (Schroeder et al., 2020). The negative side, which includes consequences such as reduced job security due to the replacement of employees with technology, increased work pressure to learn and adapt to new technologies, and reduced human interactions in the workplace. These can lead to feeling of alienation, job stress, and finally reduced job satisfaction (Brynjolfsson & McAfee, 2014).

Human Resource Management Intelligence

Smart human resources refer to the recreation of human resource management to achieve success in the digital age (Shami Zanjani, 2018).
Smart human resource management is a socio-technical process that seeks to improve the efficiency and effectiveness of human resource processes by utilizing the digitalization capabilities.
This process includes the use of modern technological tools, big data, artificial intelligence, algorithms, robots, and advanced automation to perform different human resource processes such as recruitment, training, performance evaluation, and employee retention (Strohmeier, 2020).
Smart tools directly affect the quality and comprehensiveness of human resource subsystems, including timely workforce planning, the use of real data to assess employee performance, and online and updated development and training processes. Using these tools, algorithms are designed to automate feedback and assign tasks to human resources without human intervention (Habraken & Bondarouk, 2017).

Intelligent organizational capability

It refers to a set of organizational capabilities, resources, and skills used to create and improve intelligent processes, data-based decision-making, innovation, and adaptation to environmental changes (Mikalef & Gupta, 2021). Mikalef et al. in their study believe that these capabilities include data processing, ability to collect and analyze data from different sources to identify models and trends, using advanced technologies such as utilization of artificial intelligence, machine learning and advanced analysis to facilitate decision-making and innovation. They included innovation and adaptation, implementation of innovative solutions, establishing effective intraorganizational communication and learning culture and continual improvement in the intelligent organizational capabilities. These capabilities allow the organizations to compete effectively in complex and dynamic environments and

achieve their strategic goals.
To reach the strategic goals, having suitable organizational culture and logical and hierarchical structures can help effectively accept and manage artificial intelligence in organizations and facilitate technology adoption process (Bley et al., 2022).

Intelligence and Job Satisfaction
Using artificial intelligence (AI) in the workplace is also effective in empowering employees to update skills and relearn to improve labor market results. The integration of artificial intelligence (AI) can increase job satisfaction by reducing the burden of repetitive tasks and optimizing job roles, leading to higher productivity and efficiency (Pereira et al., 2023).
In addition, the effect of AI on improving job quality has also been emphasized in terms of its ability to better adapt employee skills with market needs, finally leading to more effective and satisfactory workforce (Cramarenco et al., 2023).
Therefore, artificial intelligence (AI) not only affects the operational aspects of businesses but also is promising for improving job satisfaction by promoting healthier work environments and skills development opportunities. In this regard, recent research has shown that artificial intelligence (AI) can be effective in identifying and improving employee's job satisfaction.
By analyzing employee data, such as job behavior, emotions, and daily interactions, this technology can help identify factors that affect job satisfaction. For example, studies conducted by Jones and Wynn (2023) show that artificial intelligence can help managers improve the work environment and working conditions of employees by processing data related to employee behavior.
However, there are also challenges in implementing AI in improving job satisfaction. Of course, some researchers believe that the collection and processing of personal data can raise concerns about privacy and negatively affect employee's job satisfaction (Kim & Bodie, 2020).
In addition, the risks of high dependence on technologies and reduced human interaction in the workplace can also lead to reduced employee job satisfaction. These issues require attention to the intelligent and ethical design of AI systems to prevent its negative effects (Chatterjee et al., 2024).

REVIEW OF LITERATURE

Yazdani et al. (2024) studied the effect of organizational readiness to adopt artificial intelligence on the job satisfaction of employees in an industrial company, considering the mediating role of artificial intelligence innovation and perceived threats.
Research findings show that AI readiness has a positive and significant effect on strengthening AI-based innovations in the organization. Innovations resulting from AI have been able to significantly reduce the threats perceived by employees. In addition, perceived threats have a significant negative effect on employee's job satisfaction. Another result of this study is that AI readiness indirectly improves job satisfaction through the mediation of innovation and threat reduction. In other words, the strategic role of AI in human resource management is very prominent in reducing psychological barriers and improving organizational conditions and employee's satisfaction.
Abbasi and Esmaili (2024), in an article entitled "Artificial Intelligence and Human Resource Processes: Digital, Applications, and Challenges," showed that although artificial intelligence in recruitment, performance appraisal, training, and salary management can improve the accuracy, speed, and efficiency of human resource processes, but there are challenges which are categorized into human-centered challenges (resistance of personnel , security concerns) and system-centered challenges (implementation and quality of data).
This study emphasizes the importance of systems integration and culture building in organizations for adopting AI and its automation and personalization in its implementation, but its implementation requires overcoming different obstacles so that organizations can enjoy its benefits.
"The behavioral effect of giving rewards or punishments on employee's motivation and willingness among private and public companies (considering the use of artificial intelligence)" is another study in this field conducted by Hosseini et al. (2025). The results have shown that rewards and punishments significantly affect employee's motivation, job satisfaction, and organizational commitment.
Employees in private organizations have higher tendency toward financial rewards, while non-financial rewards in public organizations are more effective. Using artificial intelligence in the design of reward and punishment systems can automate and personalize processes, leading to more accurate and faster decision-making.
In addition, the findings show that although there are concerns about justice, privacy, and transparency of AI systems which can negatively affect employee's motivation, AI can help improve motivation and organizational performance by simulating employee behavior.
Shah et al. (2024) in a study investigated the effect of AI and machine learning (ML) on the job satisfaction and performance of employees.
In a study conducted in governmental organizations of Kerman Province, the relationship between human resource strategies and talent management was examined, with the mediating role of employees possessing fundamental knowledge. The results indicated that the relationship between human resource strategies and talent management was found to be favorable (Ahmadiyeh et al., 2020).
In this research, job satisfaction and employee efficiency were predicted using different algorithms such as random forest, decision tree, support vector regression, and linear regression.
Based on the results of the study, support vector regression (SVR) was identified as the best performance model and provided accuracy in predicting employee results. The findings show that using game theory-based values to identify the factors with the highest effect on the model's predictions of productivity and job satisfaction increased the accuracy of the data analysis.

The results of this study show that there is need to use advanced machine learning techniques to improve employee performance analytics and give a better understanding of employee's job satisfaction and performance by providing data-based approaches.

A study conducted by Gayathri and Bella (2024) investigated the effect of AI innovations on employee job satisfaction and performance. The results show that the introduction of AI technologies generally has a positive impact on employee job satisfaction.

The results show that the introduction of AI technologies generally has a positive effect on employee's job satisfaction. The findings relate this effect to factors such as reducing tasks monotony, improving efficiency, and allowing AI to perform repetitive tasks, allowing employees to focus on the more creative and attractive aspects of their jobs. Since AI tools are used to facilitate improved employee performance, especially in repetitive and data-based tasks, by optimizing processes and providing data-based insights, efficiency will also increase, and the employees who collaborate with AI often will have higher job satisfaction. Of course, this study has described the value of the role of training and learning in adoption of this technology due to increased employee's confidence and better adaptation to changes. Gayathri et al. evaluated the role of artificial intelligence and automation as important, leading to reduced errors, increased productivity and data-based decision-making in achieving job satisfaction and employee's performance by establishing a balance between artificial intelligence and human capabilities.

Bhargava et al. (2021) in a study investigated the effect of robotic, artificial intelligence and automation (RAIA) on the job security, job satisfaction and employability. The results show that the human skills cannot be replaced by the technologies. Personnel should consider these technologies as an opportunity for job achievement not a threat to their job security. Since technological can create challenges in the field of job satisfaction. Suitable readiness of organizations in the stages before and after changes is highly intelligent. In addition, findings of the research find continual learning to be highly important for the personnel because they can keep up with technological changes because job security of personnel will be provided in this way.

Results of the study by Bhargava et al. show that it is necessary to pay attention to human aspects and effective management of technological changes to merge technologies successfully in organizations and finally keep job satisfaction and job security of the personnel. Findings of this article are important for managing technological changes in organizations particularly for human resources and IT decision makers.

The study by Chatterjee et al. (2024) found that the aim of this study was to assess the effect of artificial intelligence on human resource management by studying challenges, risks and opportunities related to its implementation. Using a systematic review of literature, this study presents insights on the current status of artificial intelligence in human resource management and its potential effect on the organizations. Findings of this study show that artificial intelligence can considerably improve human resource management processes, increasing productivity, accuracy and saving costs for the organizations. However, implementation of artificial intelligence in human resource management will lead to challenges and risks such as concerns about privacy and data security, intervention in jobs and reduction of personnel's independence.

In addition, employees may not fully trust in AI-based human resource management systems and their performance results may not be properly evaluated, which can lead to negative attitudes towards these systems.

In addition, employees may not fully trust AI-based human resource management systems and may not be able to properly evaluate their performance results, which can lead to negative attitudes towards these systems.

They suggested that organizations should carefully manage the risks and challenges associated with it to successfully implement AI in human resource management, including developing a change management approach and prioritizing employee's participation and trust.

Bley et al. (2022) in their research studied the effect of organizational culture on adoption of artificial intelligence in organizations.

Although technical advances contributed to businesses, several organizations are faced with challenges in adoption and use of this technology. Using surveys of 242 AI professionals across organizations, the study analyzed barriers and challenges to AI adoption. Findings showed that organizational culture had a significant effect on the success of AI adoption and affects employee's attitudes toward change, innovation, and cooperation. Key aspects of this culture include readiness for innovation, supportive leadership, employee's engagement, cooperation among sections, continuous learning, and a responsible ethic. Cultures which foster these characteristics enable AI capabilities to be effectively implemented in organizations, helping improve performance and innovation.

RESEARCH METHODOLOGY

The present research is of applied type. Therefore, researchers are seeking for an applied goal and developing knowledge in the field of intelligence in organizations. In terms of data collection, it is considered descriptive-survey research.

Achieving a systematic set of data is the characteristic of a survey research in which a questionnaire was used. The statistical population of the research is the employees of the Central Administration of Islamic Azad University, numbering 2085 persons. 325 subjects were selected using stratified random sampling method and by calculating the sample size based on Morgan Table. On this basis, 330 were distributed in the population. The questionnaire of the present research includes two major parts:

In section 1, the demographic information of the respondents was collected, including personal information such as gender, age, marital status, service term and education.

Second section includes 130 questions. In this research, to measure component of intelligence in human resource

management, the questionnaire prepared by Abbasi and Esmaili (2024) was used, including 65 questions and 9 subscales. To test the intelligent organizational capability, 46-item questionnaire (Mikalef & Gupta, 2021) with 8 subscales was used. Variable of job satisfaction was also measured with 19-item questionnaire with 6 subscales (Minnesota). 5-point Likert scale was used for valuing and quantitative scoring.

PROCEDURE

The questionnaires were distributed for the samples after announcing the purpose of the research and ensuring confidentiality of the information and were collected after completion. SPSS27 software and structural equation technique in smart pls4 software were used to analyze the information. The results of the analyses were presented to answer the research hypotheses and study the relationship between the variables.

FINDINGS

Descriptive results regarding age showed that 3.4% were between 25 and 35 years old, 43.3% were between 36 and 45 years old, 38.5 % were between 46 and 55 years old, and 14.8 % were above 56 years old. Education of these people for high school diploma, Associate´s, bachelor's, and master's or higher degree was 3.4% , 7.7%, 32.9% and 56% respectively. Among these people, 26 % are women and the rest 74 % are men. 34.8 % of them are single and 65.2 % are married. The length of service was distributed as follows: 39.7% had between 1 and 10 years of experience, 46.8% had between 11 and 20 years, and 13.5% had between 21 and 30 years.

Table 1. shows Cronbach's alpha, composite reliability, and average variance extracted.

According to most researchers, the Cronbach's alpha value should be at least 0.7. According to the table, Cronbach's alpha coefficients are above 0.7, and the reliability of the variables can be confirmed.

Composite reliability is a measure of the internal consistency of scale measures, which several researchers considered acceptable, such as Cronbach's alpha with a value above 0.7.

Of course, the advantage of composite reliability over Cronbach's alpha is that the reliability of the constructs is calculated based on the correlation of their constructs with each other, and indices with higher factor loading are more important.

As a result, both criteria have been used to better measure reliability in this study. Convergent validity is measured with the average variance extracted (AVE) index in PLS software.

This index indicates the average variance shared between each construct and its indices. In other words, it indicates the degree of correlation of a construct with its indices. According to Henseler et al. (2009), this index should be above 0.5, which is above 0.5 for research variables.

Table (2) shows the divergent validity for the research variables. In Smart PLS analysis, according to Fornell and Larcker (1981), the requirement for confirming divergent validity is that the root mean square of the explained variance is the highest of all correlation coefficients of the related variable with the remaining variables.

According to the matrix table (2), since the AVE value related to each latent variable construct located in the cells in the main diagonal of the matrix is higher than the correlation value among them located in the cells below and on the right of the main diagonal, it can be said that in the present study, the model constructs interact more with their indices than with other constructs. The model's divergent validity is appropriate.

Table (1). Reliability, composite reliability, and convergent validity

average variance extracted	composite reliability	Cronbach's alpha	Variables
0.643	0.915	0.886	Job Satisfaction
0.663	0.939	0.925	Intelligent Organizational Capability
0.556	0.921	0.904	Human Resource Management automation

Table (2). Studying the divergent validity index

3	2	1	Variables
		0.802	Job Satisfaction
	0.814	0.796	Intelligent Organizational Capability
0.753	0.796	0.784	Human Resource Management Automation

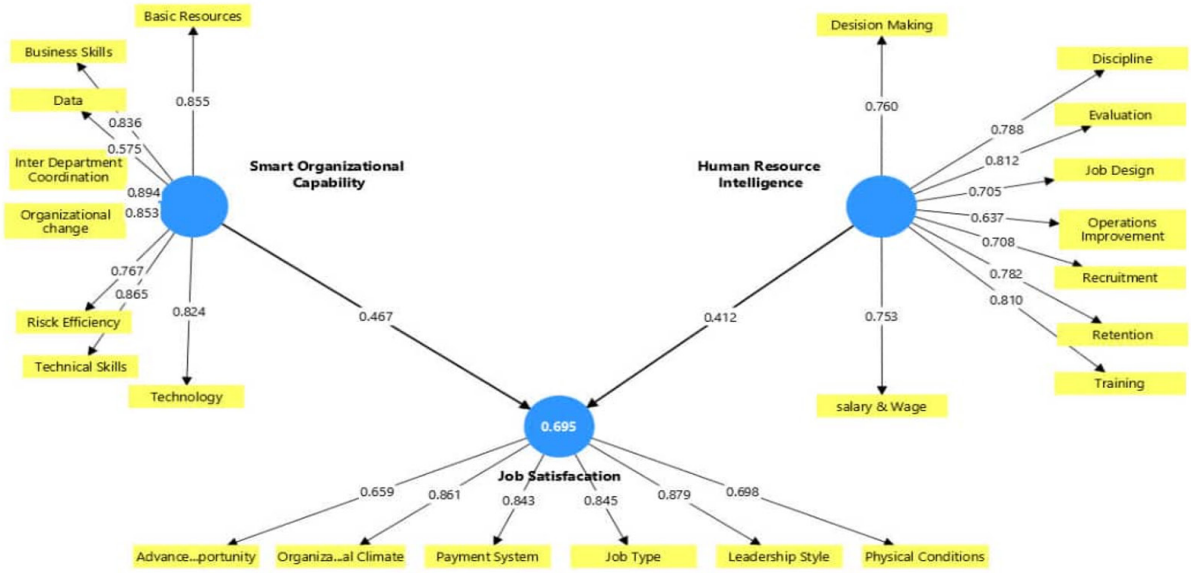

Figure 1. Research model in standard coefficients mode

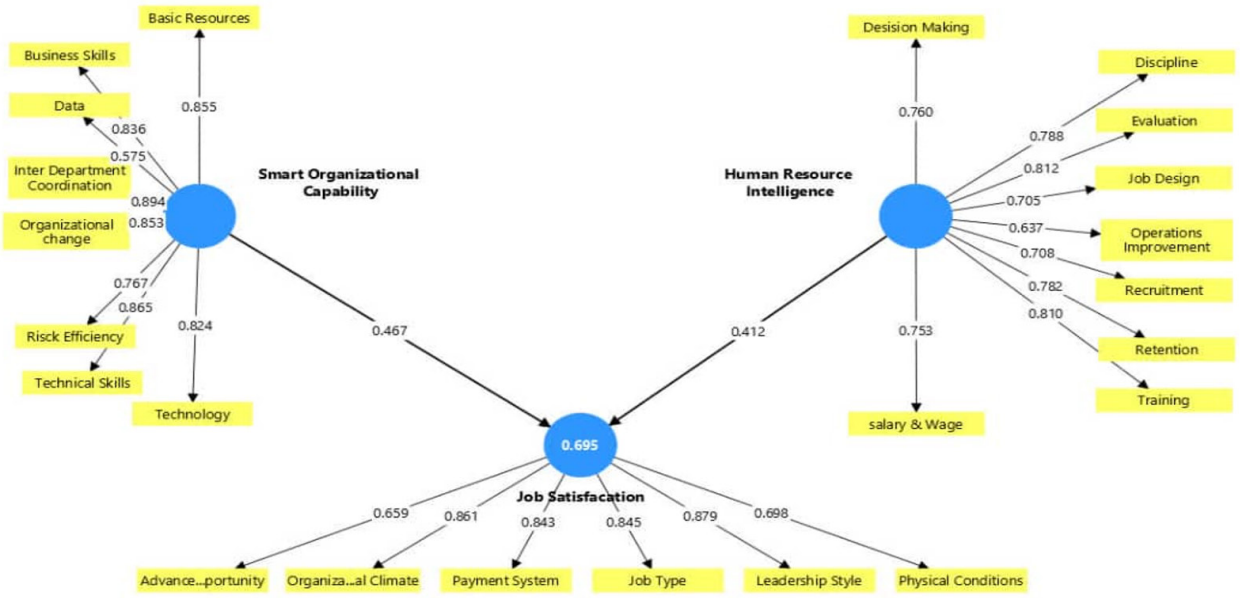

Figure 2. Research model in significant state

Figure (1) and Figure (2) show the research model in standard and significant coefficients, respectively.

Several criteria were used to fit the research model, the most basic of which is the z-coefficients or T-Value, which are displayed on the paths by executing the bootstrapping command in the software. Table (1) shows these coefficients. The coefficients higher than +1.96 and lower than -1.96 indicate the correctness of the relationship between the constructs and also the confirmation of the hypotheses. Table (1) has been reported based on a 95% confidence interval for the hypotheses.

The results of the path analysis, considering the T value, which is 5.999 and higher than 1.96, showed that the effect of intelligent organizational capability on job satisfaction is positive and significant with a path coefficient of 0.467.

In addition, human resource management automation has a positive and significant effect on job satisfaction because the T-statistic with a value of 5.379 is higher than 1.96. The path coefficient value with a value of 0.412 indicates a positive and strong effect on job satisfaction.

According to Figure (1), R^2 value for the dependent variable of job satisfaction is 0.695. This index indicates the extent of changes in each of the dependent variables of the model explained by the independent variables. The value of this index in this study shows that the structural model fit criterion can be confirmed considering two variable values.

In Smart PLS, the Stone and Glaser criterion is used to determine the predictive power of the model. Stone-Glaser stated a criterion which determines the predictive power of

Table 1. Path coefficients and study of significance

Status	P values	T-Value	Path coefficients	Path
Hypothesis confirmation	0.000	5.999	0.467	Intelligent organizational capability -> job satisfaction
Hypothesis confirmation	0.000	5.379	0.412	Human resource management automation -> Job satisfaction

Table 3. The value of Q2 coefficients by job satisfaction components

Model predictive power measure	Variables
0.509	Organizational climate
0.470	Leadership style
0.396	Physical conditions
0.288	Growth opportunities
0.489	Payment system
0.481	Job type

Table 4. Study of overall Goodness of fit indices (goodness of fit criterion)

GOF Goodness of fit index	R^2	Communalities	Variables
0.659	0.695	0.624	Job Satisfaction
			Human Resources Management Automation
			Intelligent organizational capability

the model, and models which have an acceptable structural component fit should be able to predict the indices related to the endogenous variables of the model.

If the relationships between variables in a model are defined correctly, the variables can affect each other's indices and, in this way, the hypotheses can be confirmed correctly.

Henseler et al. (2009) expressed three values of 0.15, 0.20, and 0.35 to indicate weak, moderate, and strong predictive power.

If the Q^2 value for an endogenous variable is zero or below zero, it indicates that the relationships between other variables in the model and the endogenous variable are not well explained (Abbasi-Esfanjani, 2017) (Table 3). Considering the independent variables, the obtained values indicate the strong predictive power of the model, thus confirming the appropriate fit of the research structural model once again.

In this stage, the overall fit of the research model was also calculated based on the measurement and structural method using the GOF criterion. First, the average shared values of the variables of intelligent organizational capability, automation and human resource management automation were calculated.

The average of the shared values was obtained as 0.624 based on the information in Table (4). To calculate the average Coefficient of Determination R2, the values related to the endogenous variable of the job satisfaction model (Table 4) should be considered and their average values should be calculated.

$$GOF = \sqrt{\overline{communalities} \times \overline{R^2}}$$

DISCUSSION AND CONCLUSION

The subject of this research is to investigate the effect of automation of human resource management and the organization automation capabilities on job satisfaction. In today's world, automation has become one of the most important factors affecting the organizations' performance. Using the new technologies, organizations not only optimize their processes but also provide a better working environment for their employees. The effect of human resource management automation and automation capabilities on job satisfaction was studied in this study.

Organizational intelligence is the application of an organization's intellectual capacities in a competitive environment to achieve the organization's defined missions (Tabarsa et al., 2012).

In fact, organization should be equipped with the tools which ensure their survival to achieve their mission.

Study of successful organizations show that unique and distinctive capabilities will lead to good performance.

These capabilities allow organizations to more effectively face challenges and use opportunities. Artificial intelligence tools cannot lead to high performance and profit alone. In defining intelligent organizational capability, we said that adaptation, and implementation of innovative solutions can be effective in achieving strategic goals in today's dynamic and competitive environment.

Early reports of leading companies indicate that organizations adopting AI require an optimal mix of physical, human, and organizational resources to create an AI capability which can give value by distinguishing it from competitors (Mikalef & Gupta, 2021).

Studies of successful organizations indicate that unique and distinctive capabilities lead to strong performance. These capabilities enable organizations to respond more effectively to challenges and seize opportunities. As Fowler (2013) views customers as part-time employees of organizations and introduces their effective management as a strategic advantage (Pourvahedi et al., 2022), this perspective can also be extended to employees.

Aligning the organization's overall strategy with the functional strategy of human resource management—known as vertical alignment—is of great importance (Zarandi et al., 2022). Resources, skills, and agile structure are categorized as intervening factors. The company must adopt rapidly evolving practices to access small groups of highly motivated individuals who are willing to invest in this transformational journey.

Through social interaction, others are influenced and become engaged in the experience. Social interaction affects the acceptance behavior of individuals within a group that has already embraced change (Moradi Ziba et al., 2023). In today's competitive world, where products differ little in physical attributes, a reputable brand can create a competitive advantage and influence customer behavior toward long-term profitability. Customer citizenship behavior and loyalty, formed through interaction between producer and consumer, can enhance market share and profitability (Bagheri, 2019).

Artificial intelligence tools alone cannot lead to high performance and profitability. In defining intelligent organizational capabilities, it is stated that adaptability and the implementation of innovative solutions can contribute to achieving strategic goals in today's dynamic and competitive environment. Initial reports from leading companies indicate that organizations adopting artificial intelligence require an optimal combination of physical, human, and organizational resources to develop AI capabilities that create value and differentiation from competitors (Mikalef & Gupta, 2021).

Intelligent human resource management is a social process which aims to improve the efficiency and effectiveness of human resource processes using the digitalization capabilities. This process complements the skills of the technical section in this area. In other words, the combination of the social and technical dimensions of this section of the organization is called intelligent human resource management, which helps organizations make better decisions in the field of employing, training and developing employees using data and analytics.

Employees automate processes using AI tools, which leads to more accurate and faster decision-making. Nguyen and Malik (2022) in a study investigated whether employee satisfaction in an organization is achieved by adopting AI because it promotes quality of services and increases job satisfaction of the personnel.

In studying the first hypothesis, results of the present study show a positive and significant relationship between intelligent organizational capability and job satisfaction with a coefficient of 0.467. In other words, intelligent organizational capability has a positive and significant effect on employee job satisfaction, so that the path coefficient of 0.467 indicates a moderate to strong relationship between these two variables.

This finding indicates that smart organizations are able to create a more flexible, transparent, and dynamic work environment using modern technologies, data analysis, and knowledge-based decision-making, leading to increased employee job satisfaction, which is consistent with the results of Nguyen, and Malik.

The study by Behnamfar (2023) showed that automating organizational communications helps increase employee productivity and satisfy employers and customers.

They believe that their job satisfaction will increase due to increasing effectiveness of personnel in performing special works. To achieve the productivity aim, it is necessary to use all mechanization and automation tools for organizational communication.

To study the second hypothesis, results of the present research show the positive and significant relationship between human resource management automation and job satisfaction with coefficient of 0.412.

In other words, human resource management automation has a positive and significant effect on employee job satisfaction, so that the path coefficient of 0.412 indicates a moderate to strong relationship between these two variables.

This finding suggests that intelligent human resource management allows organizations to identify important models in their employees' performance and make the necessary improvements so that employees experience job satisfaction in such an environment. In the article by Toghiani Pezouh et al. (2024), the findings show that job satisfaction is one of the outcomes of intelligent human resources. Since this study was conducted in universities, it is consistent with the present research regarding the relationship between human resource management automation and job satisfaction.

The study by Rath et al. (2023) proposes a human resource system for implementation which implements modern human resource techniques using advanced technology such as artificial intelligence to increase employee satisfaction.

The study findings show that the personnel in the study population experienced higher job satisfaction after using the artificial intelligence tools.

The oirgnaiations are expected to seek to implement intelligent strategies in human resource management and organizational processes such as execution of performance

management software, office platforms I registering the working hours, portals of personnel in payment of benefits reward to achieve higher job satisfaction.

In this regard, software such as ATS (Applicant Tracking System) or the applicant tracking system can respond to the need of the human resources unit to manage and simplify the employment process in organizations. In addition, data-based human resources and human resource analytics for better management of the organization for intelligent data analysis can create job satisfaction among the employees.

Authors contribution

All the authors have participated sufficiently in the intellectual content, conception and design of this work or the analysis and interpretation of the data (when applicable), as well as the writing of the manuscript.

Availability of data and materials

The data that support the findings of this study are available from the corresponding author, upon reasonable request.

Conflict of interest

The authors state that there is no conflict of interest.

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