

Job Security In the age of Digital Transformation Challenges and Opportunities: Towards Sustainable Organizational Justice

الأمن الوظيفي في عصر التحولات الرقمية بين التحديات والفرص :

نحو إستدامة العدالة التنظيمية

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Abstract :

This study examines the profound change in the concept of job security in light of the digital revolution that has reshaped the global labor market. The analysis shows that technological developments including smart applications and software, digital transformation, as well as the platform economy, have raised concerns about the future of jobs, and international estimates indicate that the nature of current jobs is threatened by major transformations. Despite these challenges, the study shows that these transformations open up opportunities to redefine job security, relying on new mechanisms such as continuous adaptation and professional flexibility, the analysis confirms that ensuring.

Keywords: Job Security, digital transformation, digital divide challenges, digital skills opportunities, organizational justice, career sustainability.

المخلص :

تتناول هذه الدراسة التغيير العميق في مفهوم الأمن الوظيفي في ظل الثورة الرقمية التي أعادت رسم ملامح سوق العمل العالمي، و يوضح التحليل أن التطورات التكنولوجية بما في ذلك التطبيقات الذكية والبرمجيات ، والتحول الرقمي، بالإضافة إلى اقتصاد المنصات، قد أثارت حالة من القلق بشأن مستقبل الوظائف، وتشير التقديرات الدولية إلى أن طبيعة الوظائف الحالية مهددة بإحداث تحولات كبيرة، ورغم هذه التحديات تظهر الدراسة أن هذه التحولات تفتح المجال لفرص نوعية لإعادة صياغة مفهوم الأمن الوظيفي، بالاعتماد على آليات جديدة مثل التكيف المستمر والمرونة المهنية، يؤكد التحليل أن ضمان الأمن الوظيفي في العصر الرقمي يستدعي تبني نموذج "الدائرة الوظيفية الذكية"، الذي يعتمد على تكامل المرونة المؤسسية وتعزيز إمكانيات الأفراد، وبهذا يصبح الأمن الوظيفي عملية ديناميكية متغيرة تعتمد على التكيف المتواصل، ويشير النموذج المقترح إلى ضرورة تشكيل عقد اجتماعي جديد يوائم بين تقنيات المستقبل وحوكمة سليمة تؤدي إلى تحقيق إستدامة وظيفية قائمة على عدالة تنظيمية متكاملة.

الكلمات المفتاحية : الأمن الوظيفي ، التحول الرقمي ، تحديات الفجوة الرقمية ، فرص المهارات الرقمية ، العدالة التنظيمية، الإستدامة الوظيفية .

1.Introduction :

The world today is witnessing radical changes in the structure of the economy and the labor market as a result of rapid technological development that has redefined the concepts of work and job security. With the advent of the fourth industrial revolution, digital technologies such as digital software, technology applications and big data analysis have become essential components in production processes and service delivery, this development has clearly reflected on the nature of jobs and their requirements, leading to profound shifts in the labor market, in light of these changes, the issue of job security has escalated to become one of the most prominent challenges facing individuals, governments and organizations alike. Although these changes open up prospects for the emergence of new professions that were previously unknown, they also threaten the extinction of traditional jobs that have long been pillars of economic and social stability.

The concept of job security, traditionally understood as job stability and long-term sustainable income, has become more complex in the digital age, with the rise of the platform economy, temporary work and increasing reliance on smart technologies, job security is no longer limited to keeping a steady job, but is more based on the ability to continuously adapt to the demands of a dynamic labor market and acquire the necessary skills to keep pace with rapid technological developments. This change is accompanied by a number of major challenges, including the risk of routine jobs being replaced by technology and the widening gap in the job market.

Although digital transformations have posed some threats, they have created unprecedented opportunities to redefine job security. They have contributed to the emergence of new jobs in fields that did not exist a decade ago, such as cyber security specialists, data engineers, and artificial intelligence application developers, and digital technologies have provided greater flexibility in work styles through remote work models and interdisciplinary jobs, providing ample opportunities for professional development for many individuals. These shifts have also played a prominent role in enhancing productivity and improving the quality of the work environment, which can positively enhance workers' well-being and psychological and financial stability." Furthermore, these shifts have played a prominent role in enhancing productivity and improving the quality of

the work environment, which can positively enhance workers' well-being and psychological and financial stability.

This study seeks to provide a comprehensive analysis of the impact of digital transformation on job security, with a focus on practical aspects that can contribute to designing effective policies to face the challenges and exploit the available opportunities. It also aims to enrich the academic dialogue on the future of work in light of the technological revolution by reviewing and analyzing data, in addition to presenting successful models to adapt to these transformations. Therefore, understanding the dynamics of job security in the digital age is not only an economic issue, but also represents a fundamental social issue that affects the lives of millions of individuals around the world, which requires international cooperation to ensure the production of job security.

The study relies on a theoretical framework based on the human capital theory presented by Gary Becker, the concept of "human capital" is based on the economic idea that links skills, knowledge and economic value and focuses on individuals investing in themselves by allocating resources such as time, money and effort to develop their skills, as his theory predicts that advanced skills lead to higher income and better job security, however, these investments are accompanied by indirect costs, such as lost opportunities during learning, where the digital transformation represents a test of this theory; the digital economy expresses this through the Every hour invested in digital learning improves productivity, but there are also challenges in the accelerating obsolescence of skills, with half of them becoming irrelevant in two and a half years, and maintaining employability requires investing fifteen hours per week in learning. The study also draws on the ideas of the technical skills bias theory, especially how it works in the digital economy through the bias towards digital applications and software and the impact of technology on the wage structure, and focuses on restructuring job tasks according to digital skills and creating hybrid jobs combining digital and traditional skills.

In this context, the research seeks to analyse the central issue of **how job security can be achieved in the era of digital transformations, and what are the possible strategies to turn challenges into opportunities?**

2.A cognitive approach to the concept of job security and digital transformation :

The cognitive approach tells us about the two variables of the study, job security and digital transformation, through which we recognize what the two concepts are :

2.1.Job security concept, dimensions and indicators :

Job security refers to ensuring an employee's stability in his job, while minimising the likelihood of losing it or being exposed to risks that reduce his continuity at work, and is one of the key elements that directly affect employee satisfaction and performance, in this context, job security indicators, its impact on employees, and the factors that contribute to its promotion and achievement will be addressed.

Job security is defined as an individual's perception of the continuity of their job and their sense of security from sudden threats, such as dismissal, job marginalization, or reduced job-related benefits (Sverke et al, 2002, p 243).

Job security has main dimensions, which are mainly:

- The material dimension: It refers to securing regular salaries, providing financial benefits such as health insurance and pension, as well as safeguards against unfair dismissal(Greenhalgh, Rosenblatt, 1984, p. 438).
- Psychological dimension: It refers to the absence of job anxiety, enhancing the sense of belonging to the organisation, and strengthening confidence in the fairness of employment policies (De Witte, 2005, p 12) .
- The organizational dimension: Refers to the clarity of recruitment and promotion policies, transparency of evaluation criteria, and clear opportunities for professional development

Job security also includes indicators that have several aspects, including :

Financial security: It means the stability of income and the ability to meet financial needs, and is considered one of the most important factors that affect the employee's sense of stability in his job.

Representation: Relates to employees' individual and collective rights, including trade union rights, and the presence of strong representation contributes to the ability of employees to defend their rights.

Security in the labor market: It includes the opportunities available to employees to earn income, and the more such opportunities, the greater the sense of job security .

Job security: It is about protecting employees from unfair or unjustified dismissal, and having clear policies that protect against dismissal enhances employees' sense of security.

Security in the work environment: It includes providing safe and comfortable working conditions that promote employee well-being, as a healthy environment contributes to improved performance and reduced stress.

Security in skills development: Refers to opportunities to develop and refine skills, as continuous training enhances an employee's ability to adapt to changes in the labor market.

Research indicates that a high level of job security is closely related to increased employee satisfaction and commitment to work According to systematic reviews, there is a positive relationship between job security and employee satisfaction, as employees who feel reassured about the stability of their jobs tend to achieve higher productivity and enhance their loyalty to the organization, from this perspective there are several key factors that affect job security indicators, including :

- **Organizational policies :** The policies adopted by organizations play a pivotal role in supporting employees' sense of security, and organizations that provide a fair work environment and encourage employee support often succeed in enhancing their job stability .

- **Economic changes:** Economic conditions have a significant impact on the sense of job security, with economic downturns leaving employees vulnerable to anxiety due to the possibility of losing their jobs .

- **Technology:** Technological developments can create challenges to job security, as they may be accompanied by structural changes in the nature of jobs or the reduction of certain roles.

Job security is a key element that affects employee wellbeing and performance. To ensure it is enhanced, organizations should develop effective strategies that include implementing supportive organizational policies, providing training and continuous development opportunities, and creating a safe and stable work environment. These steps can enhance employee satisfaction and create a healthy and productive work environment.

2.2 the concept of digital transformation :

Digital transformation is a holistic process that aims to integrate digital technologies into all aspects of organizations and societies, contributing to a fundamental change in operating models and value delivery. This process is not limited to the adoption of specific digital tools, but extends to a comprehensive reimagining of processes, interactions and services within the digital economy (Vial, 2019). This transformation is a strategic response to disruptive digital changes that are radically reshaping industries (Westerman et al,2014).

digital transformation has a set of basic components, organizational levels, economic and social impacts, and the main challenges are as follows :

- **The basic components :**

-**Technology Infrastructure:** Includes technologies such as cloud, and big data, with IDC data for 2023 indicating that 75% of global companies will adopt hybrid cloud infrastructures by 2025 .

- **Artificial Intelligence and Machine Learning:** These tools have become essential, with 65% of organizations using them for data analysis and decision support (Gartner, 2023).

- **Digital user experience:** Adobe 2023 predicts that 80 % of customer experiences will be fully digital by 2025 (Adobe, 2023).

- **Organizational levels of transformation:**

- Operational level: Involves leveraging advanced software and systems to optimise internal processes(SAP, 2023).

- The strategic level: Focuses on developing innovative business models as seen in large organizations according to (McKinsey,2023).

- Cultural level: Deloitte (2023) states that 60% of transformation efforts fail due to cultural resistance to change (Deloitte, 2023).

- **Economic and social impacts:**

- **Business productivity:** OECD data for 2023 showed that digital companies achieve 35% more productivity growth than traditional ones (OECD, 2023).

- **Labor market:** According to the World Economic Forum's projections for 2023, the world will see 85 million jobs disappear and 97 million new jobs emerge by 2025 as a result of this transformation(WEF, 2023).

- **Digital Inclusion:** Around 37% of the world's population still has no access to the internet, deepening the digital divide by 2023 (ITU, 2023).

- **The main challenges:**

- **Cyber security:** Businesses suffered \$6 trillion in losses due to cybercrime in 2023 (Cybersecurity Ventures, 2023).

- **Digital skills:** 56% of workers lack the skills needed to cope with digital transformation, according to European Commission data for 2023 (EU Commission, 2023).

- **Governance and regulation:** This comes with the development of legislation such as the General Data Protection Regulation (GDPR) in Europe and the ADPPA in the US.

Future trends :

- **Holistic transformation:** Integrating emerging technologies such as the Metaverse, which refers to an integrated virtual world that combines physical and digital realities, and quantum computing .

- **Digital sustainability:** A growing focus on minimising the carbon footprint of technologies.

- **Responsible Artificial Intelligence:** Developing ethical frameworks for the use of AI applications and software.

Digital transformation is a complex, multi-dimensional phenomenon that requires a deep understanding of the technological, organizational and social aspects. Achieving success in this area depends on achieving a delicate balance between innovation and risk management, with the importance of developing an integrated framework that ensures sustainable and inclusive benefits.

3. Challenges facing job security in the digital age:

Job security in the era of digital transformation faces a number of challenges that directly affect the continuity of jobs, their nature, methods of implementation, and even the people responsible for them. These challenges are due to a range of risks, most notably the technological replacement that threatens many jobs and the high rate of structural unemployment as a result. In addition, the widening skills and competencies gap contributes to exacerbating the issue, as current educational systems lack alignment with the changing labor market needs, which increases the pressure on the need to prepare training programs in line with this shift, and the digital transformation has contributed to the emergence of a job environment.

3.1.The threat of technological substitution and the threat of structural unemployment:

Digital transformation represents one of the most prominent challenges affecting job security, as it is accompanied by the rapid spread of new technologies such as artificial intelligence, digital applications and advanced software. This transformation threatens the disappearance of a large number of traditional jobs. According to the 2019 OECD report, about 14% of current jobs are threatened with complete replacement by digital applications, while 32% may experience radical changes in their nature. These risks are particularly prominent in sectors that rely mainly on routine and repetitive tasks, such as manufacturing, accounting and customer service, where (Brynjolfsson, McAfee, 2014).

Some studies suggest that the impact of digital applications extends beyond low-skilled jobs to medium- and high-skilled jobs, such as financial analysts, translators, and even some medical professions (Frey, Osborne, 2017). This leads to what is known as 'structural unemployment', where workers find themselves unqualified for digital age jobs unless they undergo extensive retraining.

3.2.Widening skills gap and misalignment of education with market needs:

A prominent challenge is the growing gap between what the current education and training systems offer and the actual requirements of the digital labor market, where the need for skills such as programming, data analysis, and smart systems management is growing, while many educational curricula still focus on traditional knowledge that may lose relevance over time(World Economic Forum, 2020).

This gap is clearly exacerbated among older or low-skilled workers, who face significant challenges in retraining or vocational qualification. According to a Gartner study in 2021, 50% of employees over the age of 45 have difficulties adapting to modern digital tools, putting them at greater risk of being excluded from the labor market.

3.3. The erosion of job stability and the rise of the insecure platform economy:

Digitalization has radically changed the traditional employment pattern, leading to the emergence of new forms of work such as temporary jobs, freelance work through sharing economy platforms, and short-term jobs. Although these patterns offer workers greater flexibility and control over their working hours,

they often come at the cost of a lack of basic social protection, such as health insurance, pensions, and income security (ILO, 2021).

In the platform economy, as with many large companies in this field, individuals work as independent contractors without adequate legal safeguards, a situation that makes them vulnerable to sudden economic fluctuations. The International Labor Organization (ILO, 2022) reports that more than 60% of platform workers in developing countries lack any form of social security, which increases the likelihood of falling into a cycle of job poverty, even for those who work full time.

3.4 Geographic and sectoral disparities in digital job opportunities :

While urban centres and developed countries are benefiting from the digital revolution by creating high-quality jobs, rural areas and developing economies are falling behind due to lack of technological infrastructure and poor digital skills(UNCTAD, 2022).

For example, while Silicon Valley and technology hubs in Asia are experiencing a boom in high-tech jobs, workers in traditional industrial areas, such as factory workers in some US and European cities, are experiencing mass unemployment crises as factories close or become automated(Autor, Dorn, 2013).

These challenges highlight that digital transformation, despite its benefits, poses real risks to job security, especially for the most marginalised groups. To ensure a just transition to the digital economy, governments and companies must adopt flexible social protection policies, invest heavily in digital education and training, and restructure labor systems to ensure that everyone is included in the future of the labor market.

4.Opportunities arising from digital transformation in enhancing job security:

There are group of opportunities provided by digital transformation to enhance job security ,including new jobs in the digital sectors ,attributed to job flexibility, and the emergence of new educational and training models ,while improving the quality of the work environment and raising productivity ,which we analyze in detail in this part of the study .

4.1 Creating new jobs in emerging digital sectors:

According to the World Economic Forum's 2023 report, the digital transformation is expected to create 97 million new jobs after 2025, especially in areas such as artificial intelligence, data analytics, and cybersecurity. A study by Baker and

McKenzie (2022) suggests that STEM-related jobs will account for 40% of all new jobs over the next five years (Baker,, McKenzie, 2022).

Biomedical engineering, metaverse application development, and generative AI system design have emerged as high-demand jobs, and NIESR 2023 reports that 75% of large companies are challenged to find digital talent, opening up promising prospects for specialists in these fields.

4.2 Enhanced job flexibility and remote working :

The COVID-19 pandemic has shown that many jobs can be done remotely with remarkable efficiency, and according to a study by Gartner in 2023, 82% of business leaders plan to continue adopting hybrid work policies after the pandemic, as this shift has contributed to (Gartner , 2023):

- Removing geographical restrictions on the recruitment process.
- Opening up global horizons for local talent.
- Improved work-life balance.

LinkedIn's 2023 data indicates that remote jobs attracted three times as many applicants as traditional jobs, reflecting the growing trend in the workforce towards this flexible working model.

4.3 Evolving learning and training models:

Digital learning platforms have enhanced continuous learning opportunities for employees, according to (Coursera's 2023) report:

- 87% of learners on these platforms say it has improved their career prospects.
- 76% of executives believe that digital certificates are as valuable as academic degrees.
- The proportion of workers who are developing their digital skills on their own initiative has increased by 65 % since 2020.

Innovative educational models have also emerged ,including :

- Micro-learning
- Nano-degrees
- Competency-based education

4.4 Improve productivity and the quality of the work environment:

Labor productivity and quality have been transformed by digital tools, according to a McKinsey 2023 study, and new technologies have proven effective in achieving many tangible benefits, including the following: Artificial Intelligence (AI) boosts productivity by 40% in some sectors:

- AI boosts productivity by up to 40% in some sectors.
- Reducing decision-making time by 30% through digital collaboration tools.
- Reducing human error in manufacturing processes by 25% using predictive analytics.

In addition, technology has contributed to :

- Reduce job stress levels.
- Improve employee experiences in the workplace.
- Increase long-term employee retention rates.

All of this highlights the importance of digital transformation, which, despite its challenges, opens up opportunities to redefine the concept of job security. New jobs, flexible working styles, continuous learning opportunities, and optimised work environments are the driving force behind sustainable job security in the digital age.

5.Strategies for enhancing job security in the digital age:

5.1 Government policies towards creating flexible systems to protect workers:

According to the International Labor Organization (ILO, 2023), it is recommended to adopt the concept of "dynamic job safety nets", which include:

These strategies are concerned with clarifying the role of government policies, the private sector, and individual in adopting systems to enhance job security .

- **An evolving education system:** By 2023, UNESCO recommends that digital skills be integrated into the curriculum from early school, with 30% of secondary education content dedicated to providing students with flexible technical skills that enhance their readiness for the labour market(UNESCO,2023).

- **Reforming social protection systems:** In its 2023 report, the Organization for Economic Co-operation and Development (OECD) introduced a "portable insurance rights" model, which aims to provide comprehensive social protection for workers in the gig economy, regardless of their contract form or length of employment. (OECD,2023)

- **Corporate tax incentives:** countries that offer tax breaks to companies that invest in retraining programmes for their employees see a 25% increase in job retention rates, contributing to labor market stability.

5.2 Private sector strategies to invest in digital human capital:

They require roles that go beyond job creation to include empowering the workforce through key steps, including:

- **Comprehensive retraining programmes:** Gartner predicts that the global retraining market will be worth 380 billion dollar by 2025. Leading companies such as Microsoft and Amazon are adopting "learning on the job" models that reduce retraining costs by up to 40% (Gartner, 2023).
- **Strengthen partnerships with educational institutions:** A 2023 MIT Sloan study shows that joint programmes between companies and universities increase the employability of graduates in digital fields by 65%, highlighting the importance of this type of collaboration(2023 MIT).
- **Adopt hybrid business models:** According to Deloitte's 2023 report, organizations that adopt 'management by results' policies rather than focusing on the number of hours worked see a 35% increase in employee productivity(Deloitte's 2023).

These strategies represent a smart investment that ensures organizations are keeping pace with digital transformation and upskilling their human resources.

5.3 Individual initiatives on mastering the art of continuous career adaptation:

In today's digital economy, self-learning is increasingly becoming the responsibility of individuals, with the Global Skills Council 2023 outlining three key strategies:(Global Skills Council, 2023).

- **Develop digital soft skills:** Such as digital emotional intelligence and virtual project management, these skills make up 45% of new employment requirements.
- **Build a digital professional identity:** Using platforms such as Git Hub for programmers or Behance for designers, around 70% of hiring managers search through candidates' digital portfolios.
- **Adopt a lifelong learning mindset:** A 2023 Harvard Business Review study showed that people who continue to learn continuously earn up to 300% more over the course of their careers than their peers.

5.4 Integration between parties towards shared governance models:

Successful models highlight the importance of cooperation and coordination between all parties to achieve effective and sustainable results:

- **Regional Skills Incubators:** Singapore's experience with the Skills Future programme shows how joint public-private investment in training can raise re-employment rates to 85%(World Bank, 2023).

- **Smart recruitment platforms:** Using smart app technologies to align skills with the needs of new jobs, Talent-X has proven to be a huge success, with placement rates exceeding traditional methods by 60% (McKinsey 2023).

- **Digital competency certificates:** Google Career Certificates have reduced the skills gap in certain fields by up to 40% .

To ensure dynamic job security, future visions should be based on the principle of "sustainable adaptation", where skills are continuously updated, social protection systems are highly flexible, and the labor market should be transformed into an integrated "digital ecosystem" that supports innovation and development.

6. Towards Dynamic and Sustainable Job Security: An Integrated Analytical Vision

With the rapid changes taking place in the labor market, the concept of job security has become more than stability in one job for life. This concept has transformed into a more flexible and sustainable approach based on the ability of individuals to adapt to developments and continuously develop their skills to ensure that their competitiveness is maintained. In this context, it is no longer Job security is a responsibility that falls on the organization alone, but rather it has become a shared duty between the worker and the employer. Especially in light of the knowledge economy and increasing digital transformations.

It requires reformulating the concept of job security to suit the transformations of the digital age, as this concept is witnessing a radical change towards a dynamic model based on continuous adaptation and reinvention of professional skills. According to a forward-looking study conducted by the Future of Work Institute in 2023, it is expected that 65% of current students will occupy Jobs that have not yet been created. This major transformation forces us to adopt the concept of "transferable job security." Which focuses on enhancing individuals' employability and developing their abilities rather than just maintaining a specific job (World Economic Forum, 2023).

The concept of dynamic job security refers to ensuring that an individual can remain employable regardless of institutional or economic fluctuations, by:

6.1 The basic pillars of sustainable job security in the digital economy:

These pillars can be summarized as follows :

6.1.1 Continuous adaptive learning: It consists of acquiring new skills in line with changing market needs. UNESCO estimates for 2023 show that a modern employee needs to update his skills periodically every 12 to 18 months to

maintain his employability. A study conducted by Harvard University in the same year also shows that investing in continuous learning can increase an employee's professional lifespan by up to 40% (Unesco, 2023).

Continuous learning is considered the basis that ensures achieving job security in light of rapid technological changes, as simply possessing stable skills is no longer sufficient to maintain business continuity. Instead, the advantage of scalability has become a vital necessity, according to studies. Expectations indicate that 50% of current skills will become irrelevant over the next five to seven years, according to estimates by the World Economic Forum for 2020. Accordingly, the leading institutions are based on: (World Economic Forum, 2020)

- **Rehabilitation programs:** such as the initiative launched by Amazon with an investment of \$700 million, aimed at training employees to acquire advanced skills in artificial intelligence (Amazon, 2019).

- **Micro-Credentials:** such as those offered by Coursera and Google platforms in the fields of data analysis and cyber security (Pappano, 2021).

6.1.2 Professional flexibility and transition between roles:

It is the ability to move between different jobs or sectors while maintaining professional value, by developing a variety of skills. In this context, the European Skills Council stresses the importance of adopting the T-shaped skills model, which combines deep specialization in a specific field and a wide range of skills. A wide range of diverse horizontal skills (European Skills Council, 2023).

Professional flexibility or job mobility: refers to the ability to move between different jobs or sectors while maintaining your professional value and the effectiveness of your performance. This is achieved by developing a comprehensive and diverse set of skills that enable individuals to adapt to the requirements of the ever-changing labor market. In this context, the European Skills Council in 2023 explained the importance of adopting the so-called T-shaped skills model. This model is based on combining deep specialization in a specific field with the acquisition of a wide range of diverse horizontal skills, which enhances the individual's competence and ability to adapt to environments. Multidisciplinary work.

Internal Mobility includes "job rotation" programs in the company that allow employees to try out different roles (Cappelli, 2021).

Skills applicable across fields such as leadership, critical thinking and project management are of great importance in various sectors (OECD, 2021).

6.1.3 Dynamic professional networks and strategic relationships:

It represents one of the basic pillars of enhancing job security and expanding professional opportunities in the modern era, These networks are built on the foundations of supportive professional relationships that contribute to providing new horizons for career growth. In this context, digital professional networks have become a necessary and essential tool for employees in the twenty-first century, according to data. LinkedIn platform for the year 2023 shows that 85% New career opportunities are attracted through professional networking rather than traditional means such as advertising, which reflects the critical importance of forming strategic professional relationships in today's competitive market. To strengthen this mechanism, it is necessary :

- Joining professional communities, such as LinkedIn and Meetup platforms, gives you the opportunity to participate in digital sector events.
- Building relationships with mentors: Studies issued by Harvard Business Review have shown that employees who enjoy support and guidance from mentors achieve promotions up to 30% faster (Ibarra, Hunter, 2021).

6.1.4 Technological adaptation and digital transformation:

This refers to the ability of individuals and organizations to keep pace with rapid technological developments, including artificial intelligence, smart applications, digital software, and other modern means and tools that allow achieving functional efficiency in various sectors, this adaptation requires a flexible and adaptive response to the current stage, which contributes to enhancing productivity and readiness to face the requirements of the digital age.

With 50% of jobs expected to become automated by 2030 according to the McKinsey Report (2021), acquiring skills in using digital tools is a basic requirement for maintaining job security, and strategies for adapting to this transformation include: (McKinsey, 2021).

- Training in artificial intelligence and data analysis techniques: such as obtaining specialized certificates such as those provided by Microsoft AI School and the IBM Data Science program.
- Fostering a culture of innovation: an example is Google's corporate model, where 20% of employees' time is devoted to working on innovative projects.

6.1.5 Work-Life Balance:

Well-being has become an essential element in achieving professional sustainability, as studies from the World Health Organization (WHO) indicate that employees who enjoy happiness in their work environment record an increase in their productivity of up to 20%. One of the most prominent mechanisms that contribute to enhancing this well-being is (who, 2022):

Flexible working policies, such as the hybrid business model, are a key part in many large companies and organizations. Among these plans, mental health programs stand out that aim to keep pace with the requirements of working life and the challenges and motivations that employees face while carrying out their duties. For example, Unilever provides cognitive behavioral therapy (CBT) sessions as a way to support employees' mental health.

6.1.6 Intrapreneurship :

It is an effective way to enhance innovation within organizations, as encouraging employees to innovate contributes to strengthening their belonging to the organization, provides new opportunities for growth and development, and creates prominent programs that enable employees to transform their creative ideas into practical, implementable projects(Kane, 2022).

6.2 Mechanisms for achieving dynamic functional security sustainability:

To ensure the sustainability of job security, several basic mechanisms emerge:

Skills forecasting systems: uses intelligent application technologies to forecast future skills, in Finland, Skills Anticipation has contributed to a 30% reduction in structural unemployment (OECD, 2023).

Individual training accounts: They are based on the concept of personal career planning, which is based on identifying alternative paths in advance to achieve effective professional development. This model is represented by what is known as the "individual training account," which is a system adopted by France and a number of European countries. According to this system, each worker is given a credit. Annual training of €5,000, giving them the opportunity to enhance their skills and develop their professional potential in line with changing labor market needs(ILO, 2023).

Digital certificates of competency: such as the Open Badges system, which documents skills in a digital and verifiable form, as a study conducted in 2023 showed that these certificates contribute to increasing employment opportunities by 25%.

Flexible learning utilises micro-certificates and short courses to enhance skills quickly and effectively. Public-private collaboration: Government initiatives focused on supporting retraining and upskilling .

Fostering a culture of organizational innovation: This involves encouraging employees to engage in internal entrepreneurship and develop creative ideas within organizations.

6.3 difficulties in implementing security mechanisms :

Despite the existence of these mechanisms, there are still major challenges that hinder the realisation of sustainable job security, the most prominent of which are:

- **The digital divide:** According to the ILO's 2023 report, nearly 47% of the workforce in developing countries lack access to adequate digital training, which reinforces inequalities in professional growth opportunities and the ability to adapt to rapid digital transformations (UNDP, 2023).
- **Resistance to organizational change:** According to a study conducted by Deloitte in 2023, 60% of organizations are struggling to reformulate their HR policies in line with new changes and requirements(Deloitte,2023).
- **Psychological stress:** A study conducted by the World Health Organization (WHO) in 2023 showed that 53% of employees experience a significant rise in work-related anxiety levels, as a result of rapid changes in job structures and work environments(WHO,2023).

To ensure sustainable job security, researchers propose a "Smart Career Circle" model that focuses on a set of complementary elements, most notably:

institutional flexibility : This concept is manifested in the adoption of labor policies that rely on a high degree of dynamic adaptation to labor market changes, which is evident in the proposed German model.

Strategic partnerships bring together governments, the private sector, and educational institutions, based on the World Bank's Skills Future Singapore initiative. These partnerships foster collaboration to develop the skills needed to keep pace with the changing labor market and its evolving needs, contributing to building competencies capable of meeting the challenges of the future(World Bank, 2023).

Inclusive digital empowerment: One of the EU's core objectives, embodied through strategic initiatives such as the European Commission's "Digital Skills for All" programme launched in 2023

7. Organizational justice to achieve job security and meet the challenges of digital transformation:

The study aims to develop an organizational justice approach towards balancing the two variables of job security and its sustainability, and confronting digital transformation and ways to mitigate its impact, relying on its distributive, procedural and interactive pillars; ensuring stability, enhancing institutional trust and activating psychological security on the one hand, and managing fears of job marginalisation, procedural transparency of processes, and protecting job values, by integrating dimensions through a strategic analysis.

7.1 The role of organizational justice in achieving job security:

Organizational justice is a key pillar in enhancing employees' sense of job security, defined in modern management literature as the individual and collective perception of fairness of treatment within the work environment (Greenberg 2022). In an era of job instability and rapid technological change, organizational justice is increasingly important as a critical factor in supporting a sense of stability and fostering organizational belonging. Recent research suggests that employees who perceive organizational justice in their organizations tend to experience higher levels of psychological job security, even in the face of difficult economic challenges (Sverke et al, 2023, p245),

7.1.1 Distributive justice as a guarantee of financial stability :

Distributive justice is the cornerstone of financial job security, focusing on the fair distribution of rewards and benefits among employees. Studies show that employees' awareness of a fair system for determining salaries and benefits reduces their concerns about their future career by up to 40% (Colquitt et al, 2023). In this context, leading companies adopt transparent performance appraisal systems that clearly link performance to reward, which enhances the sense of control over the career path, for example, Sales force implements a "transparent payroll" system that details the criteria for career progression and salary increases clearly for all employees.

7.1.2 Procedural fairness plays a pivotal role in fostering organisational trust:

It is important in ensuring transparency within organizational processes that directly affect employee stability and job security. Studies show that employees who perceive fairness in promotion or termination procedures experience up to 35% lower levels of job anxiety than their colleagues who work in environments

with less fair practices (Thibaut, Walker, 2023). To implement this approach, many advanced companies rely on the formation of independent committees to evaluate sensitive management decisions, such as layoffs or restructurings, ensuring fair and thoughtful treatment of employees' concerns. For example, IBM launched an online grievance system that allows employees to appeal management decisions through formal and transparent mechanisms, reflecting the company's commitment to procedural justice .

7.1.3 Interactional justice as a key factor for psychological security:

Interactional justice plays a crucial role in enhancing job psychological security, as it focuses on the quality of the relationship and communication between management and employees. Studies show that providing clear and honest explanations for decisions affecting employees' jobs contributes significantly to enhancing their ability to adapt to organisational changes, as noted by Pace and Mogg in 2023. Accordingly, many companies have developed specialised training programmes aimed at improving managers' communication skills, especially in periods of major change. For example, Unilever has created a programme called "Resilient Leadership", which aims to train managers on how to deliver difficult news in a way that maintains employees' respect and trust in the organization.

7.1.4 Integrating the dimensions of justice and its overall impact on job security

The integration of the three dimensions of justice in the organisational environment contributes significantly to building an effective system that promotes the concept of comprehensive job security. Studies show that organisations that succeed in achieving an ideal balance between these dimensions experience up to a 50% reduction in employee turnover rates, even during periods of economic challenges (Folger, Cropanzano, 2023).

7.2 The role of organisational justice in meeting the challenges of digital transformation :

The world is currently witnessing an unprecedented phase of digital transformation, which has imposed fundamental changes on different work environments. According to statistics issued by the International Labour Organization (ILO) in 2023, 65% of large organisations face challenges related to employee resistance to digital transformation, due to concerns related to their perception of injustice. Organisational justice emerges as an effective strategic

tool that can address these challenges by promoting fair and inclusive participation of all parties during the transformation process, and studies indicate that organizations that adopt justice principles in implementing digital transformation projects can achieve higher acceptance rates (Brynjolfsson, McAfee, 2023)

7.2.1 Distributive justice and managing marginalisation:

In the context of digital transformation, employees face tangible challenges regarding the unequal distribution of opportunities and risks, a recent Stanford University 2023 study indicates that 58% of workers in traditional industries feel directly threatened by this transformation, while 72% believe that the benefits of digital transformation are being distributed unfairly. In response to these concerns, some leading companies have adopted policies aimed at redistributing digital gains equitably. Accenture's "skills redistribution" programme is a prime example of this, where a portion of the availability of smart applications and technical software is directed towards funding training programmes to retrain employees (Nambiar, 2023). These models rely on the principle of distributive justice to ensure that all stakeholders receive a fair share of the benefits of technological transformation, promoting balance and sustainability in the changing work environment.

7.2.2 Procedural justice and its role in the transparency of digital transformation:

In the context of digital transformation, procedural fairness is critical to ensure success and cohesion within organizations. This requires full transparency during digital transformation and restructuring decisions. According to a study published by Harvard Business Review in 2023, 83% of employees who felt they were involved in the design of digital transformation solutions were more likely to embrace technological changes. The "participatory design" model used by large organizations is a prime example of this principle, where joint management and employee committees are formed to define digital transformation strategies. This mechanism allows for.

7.2.3 Interactive justice and protecting job value in the digital age:

Maintaining job value is one of the major challenges faced by the workforce in the context of rapid digital transformations, as the increasing reliance on smart technologies leads to many employees feeling less valued. In this context, a study issued by the (World Health Organization in 2023) showed a significant increase

in job anxiety rates by 35% among workers in digital environments compared to their counterparts working in traditional environments. In response to these challenges, some companies have developed innovative programmes known as "Decent Transition" ,which aims to provide integrated psychological and professional support to affected employees.

7.2.4 Integrating the dimensions of justice as a key to achieving a balanced digital transformation:

In-depth analyses confirm that in order to maximise the effectiveness of organizational justice in addressing the challenges of digital transformation, the three dimensions of justice need to be integrated. In this context, major companies are leading by example with their comprehensive digital justice framework, which integrates fairness in the distribution of digital benefits (distributive justice), a transparent approach to technical decision-making (procedural justice), and intensive psychological and professional support programmes (reactive justice), data from the implementation of this integrated model indicates that these companies have achieved high rates of digital transformation acceptance.

Empirical studies confirm that promoting organizational justice is no longer a complementary option for companies seeking to excel, but a strategic necessity in the modern business environment. Figures show that every dollar spent on organizational justice programmes can generate a return of up to \$4.3 through improved productivity and performance quality. Experts predict that organizational justice will become a central criterion in measuring the attractiveness of organizations as workplaces over the next ten years. This trend is being driven by new generations becoming more aware of their rights and professional requirements.

8. Conclusion :

The digital transformation represents a existential challenge to the traditional concept of job security, as Jobs are no longer follow a linear and stable path that spans years, but are more like complex paths that require unprecedented flexibility to deal with changes, This study suggests that the future of job security will not be based on the idea of "permanent employment" as it used to be, but on the concept of "continuous employability" which is based on three main axes: rapid adaptation of new skills, organizational flexibility, and smart social protection: Rapid adaptation to new skills, organizational resilience, and smart social protection. The analysis shows that digital challenges, despite their

complexity, hold solutions within them. Technologies that may threaten traditional work patterns open doors to innovative opportunities, and platforms that promote atypical forms of work simultaneously offer unique tools for learning and creating new jobs. Here comes the fundamental paradox of our digital age: as technological progress accelerates the need for deep human skills such as creativity, emotional intelligence, and self-learning increases.

Evidence reveals that countries and organizations that invested early in "lifelong learning infrastructure" and "sophisticated social safety nets" were the most resilient to the shocks of digital transformation. Experiences such as Singapore's "Skills for the Future" programme and France's "Individual Training Accounts" confirm that the bridge between traditional and new jobs can be built when labor policies shift from a tactical to a proactive, strategic approach.

The study presents a three-dimensional framework for achieving sustainable job security:

- The institutional dimension that focuses on redesigning education and social protection systems to be more adapted to the digital age.
- The organizational dimension that promotes flexible working and offers greater possibilities for vocational rehabilitation.
- The individual dimension that encourages individuals to take responsibility for managing their career paths consciously and confidently

In conclusion, digitalization should not only be seen as a threat to jobs, but also as an unprecedented opportunity to reshape the human relationship with work in a more flexible and equitable way. However, realising this goal requires a new social contract that involves governments, businesses and individuals in a long-term strategic partnership. Just as technology does not stop evolving, organizational and individual adaptability must be an ongoing process; only then can the challenges of the digital age be transformed into real opportunities to build a more sustainable and inclusive employment future.

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