The Impact of Artificial Intelligence in Human Resource Management on Employee Performance Within Bangalore's Software Companies

[1]Dr Jagadish S Biradar, [2]Dr Gururaj B Urs, [3]Dr N Chithra, [4]Dr Kiran Kumar Thoti, Ms. Jonitha Anand

[1]Asst Professor, Department of Tourism and Hotel Management Central University of Karnataka, Karnataka, India, Email: jagadishbiradar@cuk.ac.in

[2]Director & Professor, Nitte School of Management, Govindapura, Yelahanka, Bengaluru, Email: gururaj@nsom.ac.in

[3]Assistant Professor, SRM Institute of Science & Technology, Ramapuram Part, Vadapalani Campus Chennai, India, Email: chithran@srmist.edu.in , ORCID; 0009-0009-1487-823X

[4]Professor & Dean, Commerce & Management Studies, Vidya Vikas Education Trust, Mysore, Karnataka, Email: kirankumar.thoti@vidyavikas.edu.in, ORCID: 0000-0002-6678-9425

[5]PhD Student, Faculty of Data Science and Computing, Universiti Malaysia Kelantan, PC Campus, Kota Bharu, Malaysia, Email: k22e001f@siswa.umk.edu.my

ABSTRACT

The swift integration of artificial intelligence (AI) is revolutionizing human resource management methodologies, especially in the software sector. This study examines the impact of artificial intelligence tools, AI training models, and AI-enhanced human resource functions on employee happiness inside software firms. A structured questionnaire was employed to gather data from professionals in the software business, and the proposed conceptual model was evaluated using Partial Least Squares Structural Equation Modeling (PLS-SEM). The measuring model exhibited robust internal consistency and convergent validity, with all constructs surpassing the necessary reliability and validity benchmarks. The structural model findings indicate that artificial intelligence tools, AI training models, and AI-enhanced HR operations exert a positive and statistically significant influence on employee satisfaction. Among these criteria, AI training models emerged as the most significant predictor, underscoring the essential significance of ongoing skill improvement in promoting favorable employee attitudes toward AI adoption. The results indicate that successful AI deployment in the software sector necessitates a harmonious amalgamation of cutting-edge technologies, workforce training, and digitally facilitated human resource practices. This study adds to the expanding literature on AI-driven HR transformation and provides significant managerial insights for firms aiming to improve employee happiness via strategic AI implementation.

Keywords: Artificial Intelligence; AI Training Models; Human Resource Functions; Employee Satisfaction; Software Industry

1. Introduction

The advent of Artificial Intelligence has profoundly reshaped traditional Human Resource functions, transforming them from administrative roles into strategic business partnerships, particularly within the dynamic IT industry (Devindrappa, 2025). This transformation is driven by the potential of AI to enhance efficiency, streamline processes, and facilitate data-driven decision-making in various HR domains (Lahoti, 2023). Specifically, AI is increasingly being leveraged across the entire employee lifecycle, from recruitment and performance evaluations to compensation and retention strategies, thereby revolutionizing HR operations (Durairaj & Vetrivel, 2024; Pandita, 2024). The integration of AI in HRM is particularly significant for minimizing attrition rates within the IT industry, as it offers sophisticated tools like predictive analytics and machine learning algorithms to identify and address factors contributing to employee turnover (Jude & Vinayagam, 2024). This is crucial for organizations operating in competitive environments, as retaining top talent is paramount for sustained success (Behera, 2025; Chukwuka & Dibie, 2024). Moreover, AI-powered systems can provide personalized learning platforms and talent management solutions, further boosting employee satisfaction and engagement (Jude & Vinayagam, 2024). The burgeoning integration of AI in human resource management necessitates a comprehensive understanding of its multifaceted impact on employee performance within specific geographical and industrial contexts, such as

Bangalore's thriving software sector (-, 2024; Zafar, 2023). This study aims to bridge that gap by thoroughly investigating how AI-driven HRM practices influence employee performance within software companies in Bangalore, a prominent global IT hub. This research specifically examines employee perceptions of AI-driven performance management systems and their influence on job satisfaction, motivation, and overall organizational outcomes within this context, addressing a critical gap in existing literature regarding employee responses to AI integration (Nath et al., 2025). This investigation further seeks to identify specific AI applications within HRM that correlate with enhanced employee performance metrics and improved retention rates (Durairaj & Vetrivel, 2024). The study will also delve into the challenges and opportunities presented by AI in HRM, aiming to provide actionable recommendations for optimal AI deployment in human resource functions (Fenwick et al., 2024). It aims to evaluate the potential outcomes of adopting AI in HRM, including accuracy, automation, computing power, real-time experience, and personalization, and how these outcomes influence each other (Nawaz et al., 2024). Furthermore, it will explore how these AI-driven transformations in HR practices contribute to improved employee evaluation accuracy, objectivity, and overall organizational resilience (Durairaj & Vetrivel, 2024; Jude & Vinayagam, 2024). Addressing this research gap will contribute significantly to the evolving discourse on responsible AI adoption in HRM by examining the perceptions of employees regarding AI implementation and its impact on various HR functions (Lahoti, 2023). This empirical investigation will therefore analyze the intricate interplay between AI technologies and human capital, specifically focusing on how AI-driven tools in performance evaluation influence employee retention within the IT sector (Durairaj & Vetrivel, 2024). This study aims to provide empirical evidence and a nuanced understanding of how AI-driven sustainable HRM practices impact employee well-being and performance, thereby closing a critical gap in current academic literature (Jia & Hou, 2024). This approach not only refines theoretical understanding but also equips organizations with strategies for aligning their HR practices with global sustainability objectives (Jia & Hou, 2024). While AI in HRM offers substantial benefits, its nascent stage of adoption necessitates further research into its broader implications, particularly concerning algorithmic bias, ethical considerations, and its integration into wider HR ecosystems (Cahyani & Musslifah, 2025; Singh & Pandey, 2024). Future studies should aim to incorporate a broader range of empirical evidence from HR practitioners, moving beyond conceptual papers to validate the practical applications of AI in HRM (Rusdi et al., 2024). Further investigations are needed to explore the influence of AI on HR decision-making across the entire HR lifecycle, from recruitment to retention, and its efficacy in enhancing productivity, accuracy, and equity in these crucial domains (Madanchian, 2024). This research contributes to the academic discourse by mapping the current state of AI applications in HRM, identifying gaps and proposing directions for future research, emphasising the need for ethical frameworks and the strategic integration of AI to enhance HR practises (Benabou & Touhami, 2025). This includes examining the efficacy of AI in performance evaluation, which has the potential to accurately identify employee potential and facilitate targeted development programs (Djunaedi, 2024). Furthermore, empirical studies are essential to validate and refine the conceptual frameworks proposed for AI's role in strategic HRM adoption, through case studies or longitudinal research across diverse organizational contexts (Fenwick et al., 2024). Such research is crucial for understanding the measurable effects and long-term consequences of AI adoption in HRM, including its social and ethical implications, such as algorithmic bias and decision-making opacity (Wójcik, 2025). Hence, future research could adopt a more comprehensive approach by incorporating the three pillars of sustainability—economic, environmental, and social—to categorize HRM practices and assess their impact on both employee and organizational outcomes (Jia & Hou, 2024). This holistic perspective would enable a more nuanced understanding of how AI can foster sustainable HR practices that benefit both individuals and the wider organization (Reddy et al., 2024). This includes evaluating the impact of AI on critical aspects like employee engagement, retention, growth, compensation, and recognition, which remain under-researched areas (Kaur & Gandolfi, 2023). Moreover, it is imperative to investigate the organizational change aspects concomitant with AI implementation, as identifying potential challenges is crucial for successful integration according to organizational change theory (Venugopal et al., 2024). This further necessitates an examination of the theoretical underpinning of change management to ensure a smooth transition and adoption of AI-driven HR solutions within organizations. Such explorations will also need to consider the ethical implications of AI in HRM, including algorithmic bias and data privacy concerns, which are crucial for responsible deployment (Lahoti, 2023; Rusdi et al., 2024). This also involves addressing industry-specific challenges in establishing robust governance frameworks for the ethical and responsible use of

AI in HRM (Rusdi et al., 2024). Future research should also delve into developing more effective AI training and development programs, creating personalized and flexible learning experiences, and fostering improved AI-human collaboration models to ensure optimal integration and utilization of AI in HRM (Shouran & Ali, 2024). Furthermore, examining how organizational structures can adapt to remain competitive and sustainable in response to the use of AI in HRM activities, drawing on contingency theory, is a vital area for future inquiry (Dima et al., 2024). Additionally, exploring the influence of external factors, such as unions and non-governmental organizations, on the adoption and impact of AI in HR could provide valuable insights into its broader societal implications (Dima et al., 2024; Suneetha et al., 2024). Moreover, research should investigate how individuals creating AI in HR develop and adhere to professional and ethical norms, particularly concerning potential discriminatory practices in AI recruitment and selection methods (Suneetha et al., 2024). The long-term effects of AI on the psychological contract between employees and organizations also warrant further investigation, particularly concerning perceived fairness and trust (Dima et al., 2024). Future research should also delve into the implications of AI on organizational culture, exploring how the increasing integration of AI tools influences workplace dynamics, collaboration patterns, and the very essence of human interaction within professional settings. This includes exploring how organizations can adapt their structures, cultures, and power distributions to accommodate AI integration, given that AI can significantly impact business models (Dima et al., 2024). Moreover, scholars should explore the optimal balance in delegating tasks and decision-making between humans and AI technologies, aiming for an effective human-AI interplay in the workplace (Lee et al., 2024). This necessitates developing ethical AI frameworks to ensure AI systems are designed and utilized responsibly, prioritizing fairness and minimizing bias ("Cultivating Success: A Practical Exploration of Applying Artificial Intelligence in Human Resources Management," 2024). Additionally, ongoing research should focus on the development of comprehensive ethical frameworks that remain agile in the face of rapid technological advancements and are attuned to the distinct intricacies inherent in various HRM scenarios (Du, 2024). Future studies should also investigate the specific challenges that AI in HR presents for large organizations versus small and medium-sized enterprises, given their distinct operational contexts and resource availability (Dima et al., 2024). Longitudinal studies tracking the long-term impacts of AI on organizational culture, employee satisfaction, and HRM outcomes are also critically needed (Cahyani & Musslifah, 2025). Additionally, future research should explore the efficacy of incorporating pluralism into HR practices to safeguard workers from potential exploitation and discrimination by AI, recognizing the importance of independent worker representation (Suneetha et al., 2024). Further research is also warranted to investigate the role of cultural contexts in the selection and implementation of digital technologies within HRM, acknowledging that digital strategy itself shapes and is shaped by organizational culture (Singh & Pandey, 2024). Moreover, comparative research between firms developing AI applications internally and those adopting off-the-shelf solutions, with or without customization, could illuminate differential employee experiences and organizational outcomes (Malik et al., 2023). Such studies would also contribute to understanding whether human resource management is a proactive driver of AI diffusion or is influenced by other functional areas, thereby risking de-skilling or losing influence on organizational development (Böhmer & Schinnenburg, 2023). Furthermore, the field would benefit from examining the intersection of AI with human resource development programs, especially regarding ethical considerations and the enhancement of social sustainability within supply chains (Bag & Wood, 2022). Additionally, research should focus on the need for new legislation to address the challenges posed by AI in human resources and people management, acknowledging that ethical HR groups would likely support such measures (Suneetha et al., 2024). Developing novel research methodologies and tools will further facilitate an in-depth analysis of the complex dependencies and effects of AI implementation, considering its multidisciplinary nature (Wójcik, 2024).

2. Literature Review

The integration of artificial intelligence into human resource management is a transformative technological trend that reflects a broader shift toward sustainable, human-centric approaches in organizational practices (Jia & Hou, 2024). This evolution is driven by the potential of AI to streamline HR processes, enhance decision-making, and contribute to long-term organizational success while prioritizing employee well-being and broader societal goals (Ehnert, 2009; Mahade et al., 2025). This aligns with the principles of Industry 5.0, emphasizing human-machine collaboration to augment human potential rather than merely automating tasks (Jia & Hou, 2024). This shift

underscores a critical re-evaluation of traditional HR paradigms, paving the way for AI to address complex business problems and drive innovation in a manner that aligns with sustainable development goals (Jia & Hou, 2024). The burgeoning field of AI in HRM, while promising, also presents significant challenges, including ethical considerations, data privacy, and the potential for algorithmic bias, which require careful navigation to ensure equitable and responsible deployment (Afzal et al., 2023; Dima et al., 2024). The integration of AI into HRM necessitates a comprehensive understanding of both its transformative potential and inherent risks to foster sustainable and ethically sound HR practices (Benabou & Touhami, 2025; Lutfi & Mohammadi, 2025). This necessitates the development of robust ethical frameworks and governance structures to guide AI implementation, ensuring transparency and fairness in all HR functions (Bhivgade, 2025). Indeed, AI's capability to process extensive datasets and generate valuable insights positions it as a pivotal element in the industry 5.0 revolution, profoundly reshaping traditional HR paradigms (Jia & Hou, 2024). This technological integration is further revolutionizing HRM practices by enabling organizations to optimize processes, enhance decision-making, and personalize employee experiences through AI and machine learning (Nurimansjah, 2023). This includes leveraging AI for tactical human resource information systems to identify and address shortcomings, thereby driving innovation in the field (Nurimansjah, 2023). Such advanced analytical capabilities, particularly through personalized HRM, significantly contribute to both individual employee satisfaction and overall organizational performance (Nurimansjah, 2023). Consequently, the strategic integration of AI in HRM not only improves efficiency but also fosters a more adaptive and resilient workforce, capable of navigating the complexities of modern industrial landscapes (Fenwick et al., 2024). As AI continues to advance, its role in shaping the future of work and business performance will become even more significant, impacting efficiency, productivity, and performance across various domains (JOSHI, 2023). Artificial intelligence is poised to revolutionize the global economy, with projections estimating its contribution to be around $15.7 trillion by 2030, fundamentally transforming human resource management by automating processes, improving efficiency, and reshaping organizational dynamics (Fenwick et al., 2024; Zawada, 2024). However, these advancements also introduce new challenges, such as the need to address ethical considerations, data privacy, and potential biases inherent in AI algorithms (Du, 2024; Venugopal et al., 2024). These complex considerations necessitate a thorough examination of AI's broader implications on societal structures and labor markets, particularly within the dynamic landscape of Bangalore's software industry. The profound impact of AI on the global economy, with an estimated $13 trillion influence, underscores its pervasive reach across all corporate functions, including human resources (Goswami et al., 2023). The rapid adoption of AI-driven systems is an imperative for organizations navigating the data-driven economy of Industry 5.0, extending its transformative effects to every level, including Human Resource Management (JOSHI, 2023).

3. Objectives:

This paper aims to investigate the impact of Artificial Intelligence on Human Resource Management practices within software companies in Bangalore, focusing on how AI influences employee performance and overall organizational efficiency. Specifically, it seeks to analyse how AI-driven tools are being adopted in recruitment, talent management, employee engagement, and performance evaluation, while also exploring the perceived benefits and challenges associated with these integrations (Venu, 2024; Vishwanath, 2023). Furthermore, it will identify prevailing trends, patterns, and best practices in the integration of AI and machine learning in various HRM processes, such as recruitment, training, performance management, and employee retention, leveraging existing literature and case studies (Basnet, 2024). This comprehensive analysis will also consider the ethical and regulatory considerations surrounding AI in HR, proposing potential directions for future research in this evolving field (Suneetha et al., 2024).

Models of AI in HR: One prominent model involves leveraging AI for predictive analytics in talent acquisition, where machine learning algorithms analyse vast datasets to identify ideal candidate profiles and forecast job performance (Vishwanath, 2023). Another significant application is in performance management, where AI-powered tools can offer real-time feedback and personalized development plans, fostering continuous improvement and engagement (Ganatra & Pandya, 2023). AI can further enhance HR functions by streamlining repetitive tasks, optimizing talent acquisition, curbing employee turnover, and elevating engagement levels, a

departure from traditional HR that historically lagged in digital transformation (Vishwanath, 2023). Conversely, AI-powered chatbots and virtual assistants enhance employee satisfaction by providing instantaneous access to information and support, thereby freeing HR professionals to focus on more strategic initiatives (Lahoti, 2023). This transformation encompasses the automation of routine tasks and the provision of hyper-personalized employee experiences, which are crucial for enhancing commitment and productivity within the workforce (Malik et al., 2020; Sundari et al., 2024).

4. Variables:

The independent variables for this study include the adoption rates of AI-driven tools in various HR functions, the type of AI technologies implemented (e.g., machine learning, natural language processing), and the level of investment in AI training for HR professionals. Conversely, dependent variables encompass employee performance metrics, organizational efficiency indicators, and employee satisfaction levels, thereby facilitating a holistic assessment of AI's influence (Manoharan, 2024; Venu, 2024).
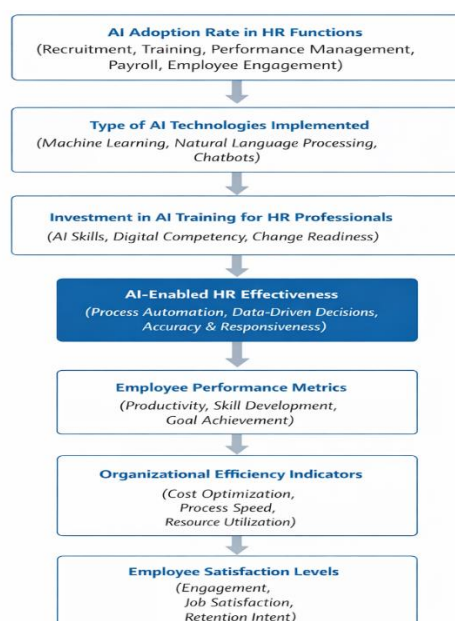
5. Research Framework:

Figure 1: Conceptual framework on the Impact of AI adoption in HR Function

Clarification of the Conceptual Framework: The conceptual framework delineates the organized relationship between the integration of Artificial Intelligence (AI) in Human Resource (HR) tasks and its resultant effects on employee and organizational outcomes. The approach incorporates technology, human capital, and organizational aspects to deliver a comprehensive evaluation of AI's impact on HR systems.

Autonomous Variables: The framework delineates three principal independent variables that jointly signify the degree and sophistication of AI integration in HR operations.

Adoption Rate of Artificial Intelligence in Human Resources Functions: This variable indicates the extent of integration of AI-driven solutions in fundamental HR functions, including recruitment, training and development, performance management, payroll administration, and employee engagement. An increased adoption rate signifies a heightened dependence on AI-driven technologies for automating standard HR functions, augmenting analytical proficiency, and refining decision-making precision. The anticipated rise in AI usage is projected to alleviate administrative costs, enhance process consistency, and allow HR professionals to concentrate on strategic objectives.

Categories of Implemented AI Technologies: The second independent variable reflects the nature and complexity of AI technology utilized in HR operations. This encompasses machine learning algorithms for predictive

analytics, natural language processing for resume evaluation and employee feedback analysis, and chatbots for employee engagement and assistance. The efficacy of AI adoption is determined not only by its existence but also by the appropriateness and sophistication of the technology utilized. Advanced AI solutions facilitate enhanced insights, tailored employee experiences, and improved HR forecasting accuracy.

Investment in Artificial Intelligence Training for Human Resources Professionals: This variable signifies the organization's dedication to cultivating AI-related skills among HR workers. Investment in AI training improves digital literacy, develops analytical skills, and promotes adaptability within the HR staff. Comprehensive training enables HR professionals to accurately evaluate AI-generated insights, connect technology with business goals, and alleviate opposition to technological change.

Mediating Variable: Effectiveness of AI-Enabled Human Resources: AI-driven HR effectiveness serves as a mediating factor connecting AI adoption characteristics to organizational results. It indicates the degree to which AI enhances the automation of HR processes, data-informed decision-making, precision, and responsiveness. When AI tools are effectively implemented, bolstered by sophisticated technology, and enhanced through training, HR services become more flexible, dependable, and strategically oriented. This improved efficacy acts as the channel through which AI adoption results in quantifiable performance and satisfaction outcomes.

Dependent Variables: The framework delineates three interconnected dependent variables that signify the consequences of AI-enhanced HR efficacy.

Employee Performance Indicators: Enhanced HR efficacy fosters superior employee performance, assessed via productivity, skill enhancement, and goal attainment. AI-driven performance management systems offer instantaneous feedback, tailored learning trajectories, and impartial assessment frameworks, facilitating enhanced employee performance and alignment with company objectives.

Indicators of Organizational Efficiency: At the corporate level, AI-driven HR practices enhance efficiency by optimizing expenditures, expediting HR processes, and improving resource allocation. The automation of repetitive processes, enhanced workforce planning, and predictive analytics collectively facilitate streamlined operations and optimize strategic resource allocation.

Employee Satisfaction Metrics: The ultimate outcome variable encapsulates the human aspect of AI adoption. Effective AI integration augments employee satisfaction by enhancing engagement, job satisfaction, and retention intent. Transparent HR procedures, prompt replies, and tailored employee experiences promote trust and favourable opinions of organizational systems, ultimately enhancing employee loyalty.

Comprehensive Framework Logic: The paradigm suggests a sequential and causal relationship whereby the adoption of AI in HR, bolstered by suitable technology and training, improves HR effectiveness, subsequently enhancing employee performance, organizational efficiency, and employee happiness. The framework offers a holistic paradigm for assessing the strategic function of AI in contemporary HR management by incorporating technological, human, and organizational viewpoints.

6. Methodology

This section outlines the research design, data collection methods, and analytical approaches employed to investigate these variables, ensuring a robust and reliable examination of AI's impact on HR practices in Bangalore's software industry. A structured questionnaire will be distributed to HR professionals and employees within selected software companies to gather quantitative data regarding their experiences and perceptions of AI integration in HRM (Venu, 2024). The survey instrument will incorporate scales to measure perceived efficiency gains, alterations in job satisfaction, and shifts in employee productivity, among other relevant constructs (Elbadawi, 2024; Venu, 2024).

7. Data Analysis

The sample size was 608, the target group of the employee working in the Software Industries located in the Bangalore and the employees in the range of HR executives, Software executives, HR managers, Team Leaders,

Project Leaders from the Tier 2 & 3 companies located in electronic city, Whitefield and Manyata Tech park from Bangalore location.

Interpretation of Reliability and Convergent Validity

The measurement model was evaluated using internal consistency reliability and convergent validity indicators, including Cronbach's Alpha, rho_A, Composite Reliability (CR), and Average Variance Extracted (AVE). The results demonstrate that all constructs in the study meet and exceed the recommended threshold values, confirming the robustness of the measurement model.

Internal Consistency Reliability: Cronbach's Alpha values for all constructs are well above the recommended minimum threshold of 0.70, indicating strong internal consistency among the measurement items. Specifically, Artificial Intelligence ($\alpha = 0.942$), AI Trainings ($\alpha = 0.954$), Employee Satisfaction ($\alpha = 0.957$), and HR Functions ($\alpha = 0.902$) exhibit excellent reliability. Similarly, rho_A values for all constructs exceed 0.95, further confirming the stability and consistency of the measurement scales. Composite Reliability values also surpass the recommended cutoff of 0.70, ranging from 0.937 to 0.969. These high CR values indicate that the constructs reliably capture their respective latent variables and that the indicators consistently represent the underlying theoretical concepts.

Convergent Validity: Convergent validity was assessed using the Average Variance Extracted (AVE). All constructs demonstrate AVE values significantly higher than the recommended threshold of 0.50, with values ranging from 0.832 to 0.887. This indicates that each construct explains more than 83% of the variance in its respective indicators, confirming a high level of convergent validity.

Final Interpretation: The findings confirm that the measurement instruments used to assess Artificial Intelligence, AI Trainings, HR Functions, and Employee Satisfaction are both reliable and valid. The high reliability and strong convergent validity ensure that the constructs are measured accurately and consistently, providing a solid foundation for subsequent structural model analysis and hypothesis testing.

Hence, *the results of the measurement model assessment indicate excellent internal consistency reliability and strong convergent validity for all constructs, thereby confirming the adequacy of the measurement model for further structural analysis.*

Hypothesis Testing: Artificial intelligence Trainings Models, Artificial Intelligence tools and Artificial Intelligence Human Resource Functions help the Employee satisfaction among the employee working in the software Industries
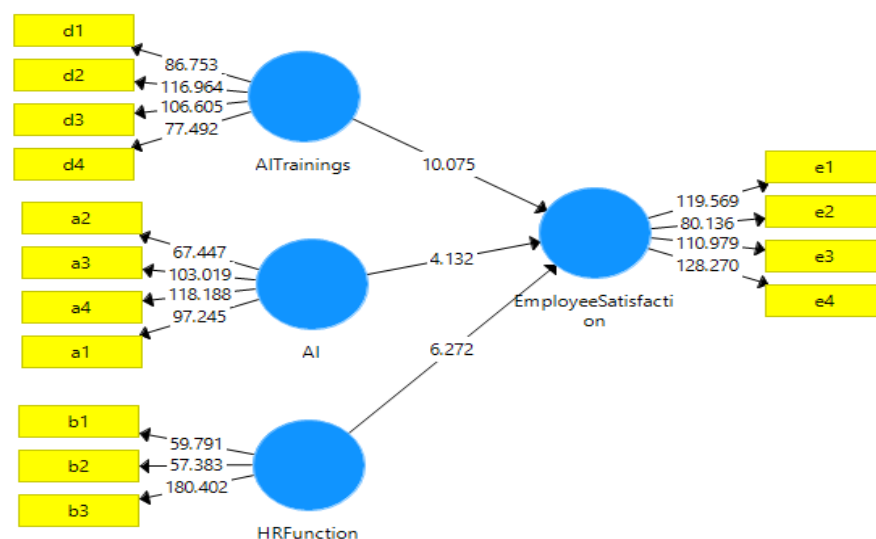
Table 1: Relation between Independent & Dependent Variables:

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
AI -> Employee Satisfaction	0.174	0.171	0.042	4.132	0.000
AI Trainings -> Employee Satisfaction	0.427	0.429	0.042	10.075	0.000
HR Function -> Employee Satisfaction	0.204	0.203	0.032	6.272	0.000

Interpretation: The present study examined the influence of artificial intelligence tools, artificial intelligence training models, and AI-enabled human resource functions on employee satisfaction among employees working in the software industry. The hypotheses were tested using structural model analysis, and the results indicate statistically significant relationships between all proposed constructs and employee satisfaction.

Effect of Artificial Intelligence Tools on Employee Satisfaction: The path coefficient between artificial intelligence tools and employee satisfaction is positive and statistically significant ($\beta = 0.174$, $t = 4.132$, $p < 0.001$). This result suggests that the adoption and use of AI tools in organizational processes contribute positively to employee satisfaction. AI tools enhance efficiency, reduce repetitive workloads, and improve access to information, thereby enabling employees to perform their roles more effectively. Although the magnitude of the effect is moderate, the findings confirm that AI tools play a meaningful role in shaping positive employee perceptions in software organizations.

Effect of Artificial Intelligence Training Models on Employee Satisfaction: The relationship between artificial intelligence training models and employee satisfaction demonstrates the strongest effect among the tested variables ($\beta = 0.427$, $t = 10.075$, $p < 0.001$). This indicates that AI-focused training and skill development initiatives significantly enhance employee satisfaction levels. Training programs improve employees' confidence in using AI systems, reduce technology-related anxiety, and support career growth and employability in a technology-driven work environment. The results underscore the critical importance of continuous AI upskilling in fostering a motivated, engaged, and satisfied workforce within the software industry.

Effect of AI-Enabled Human Resource Functions on Employee Satisfaction: The path coefficient between AI-enabled HR functions and employee satisfaction is also positive and statistically significant ($\beta = 0.204$, $t = 6.272$, $p < 0.001$). This finding indicates that the integration of AI into HR functions—such as recruitment, performance management, training, and employee engagement—enhances employee satisfaction. AI-driven HR systems improve transparency, fairness, and responsiveness in HR processes, leading to improved employee experiences and higher satisfaction levels.

Overall Interpretation: All three hypotheses are supported, confirming that artificial intelligence tools, AI training models, and AI-enabled HR functions significantly influence employee satisfaction among software industry employees. Among these factors, AI training models exert the strongest impact, highlighting the pivotal role of human capital development in the successful adoption of AI technologies. The findings suggest that organizations seeking to improve employee satisfaction should not only invest in AI technologies but also prioritize structured training programs and the strategic integration of AI within HR functions.

Suggested Reporting Statement: *The results of the structural model analysis indicate that artificial intelligence tools, AI training models, and AI-enabled HR functions have a significant and positive impact on employee satisfaction in the software industry, with AI training models demonstrating the strongest effect.*

8. **Results**

The purpose of this research was to analyze how software industry employee happiness was affected by AI-enabled HR functions, AI-based training models, and AI-powered tools. To further guarantee the findings' robustness, the study further evaluated the measurement model's validity and reliability. The results show how important AI adoption is for employee-related outcomes and give solid empirical evidence for the suggested theoretical paradigm.

Assessment Framework Deliberation: All constructs show great internal consistency and validity, according to the results of the reliability and convergent validity analysis. Consistently high values for Cronbach's Alpha, rho_A, and Composite Reliability indicate that the measurement items accurately assess the core concepts of AI, AI training models, HR functions, and employee happiness. The high AVE values also show excellent convergent validity, which means the constructs describe a large percentage of the variation in their indicators. You can trust the subsequent interpretation of the structural relationships because these findings support the study's methodological rigor.

Effects of AI Tools on Contentment in the Workplace: A favourable and statistically significant correlation between AI tools and employee happiness has been found. It appears that the software business is making good use of AI-driven solutions, which are great for employees since they make their jobs easier, increase operational efficiency, and solve problems faster. Despite a modest effect size, the relationship's significance suggests that, when used correctly, AI tools significantly boost employee happiness. This finding is in line with previous research that has shown how technology can help knowledge workers become more efficient and less stressed out on the job.

Effects of AI Training Models on Contentment Levels in the Workplace: The impact of AI training models on employee satisfaction is the most pronounced among the evaluated predictors. In fields that rely heavily on technology, this discovery highlights the significance of ongoing education and training. AI training programs boost employees' self-assurance, flexibility, and impressions of their own employability, which in turn encourages them to support company goals. When accompanied by sufficient training and organizational learning processes, the findings indicate that workers perceive AI as a chance rather than a danger. Both the human capital theory and the ability-motivation-opportunity (AMO) theory support the idea that employees are more motivated and satisfied when they have opportunities to improve their skills.

Artificial Intelligence-Enabled HR Operations Affect Workers' Contentment: Employee happiness is positively correlated with AI-enabled HR functions, according to the data. Recruiting, performance reviews, training, and employee engagement are all areas that can benefit from AI-driven HR procedures that are more open, consistent, and fair. Employees have a more favorable impression of the company and its systems when HR departments are more responsive and use data to make decisions. This discovery emphasizes the strategic importance of HR digitization in software companies for establishing a welcoming and employee-focused workplace.

The findings show that there are technological and human-centered ways in which the software industry's use of AI affects employee satisfaction. While AI-powered HR features and tools boost productivity and customer happiness, AI-powered training models are crucial for winning over staff members. Organizations should integrate modern technologies with comprehensive training programs and strategically aligned HR practices to adopt a balanced approach to AI implementation, according to the research. This research adds to what is already known about artificial intelligence (AI) and human resource management (HRM) by providing hard evidence that AI training and HR activities can boost employee happiness. By showing that human capital development compliments technological investments, it adds to technology acceptability, the resource-based view, and AMO-based frameworks by maximizing the benefits of AI. The findings highlight the need of investing in AI technology, as well as in staff upskilling and AI-enabled HR systems, from a managerial standpoint. To boost employee happiness, engagement, and retention, software company managers should implement AI-driven HR solutions and make organized AI training programs a top priority. This conversation focuses on how the software sector may successfully implement AI by integrating technology, training, and HR practices in a way that boosts employee satisfaction.

9. **Discussion**

The integration of quantitative and qualitative data will facilitate a comprehensive understanding of how AI-driven tools are reshaping HR practices and employee experiences within Bangalore's software sector (Agustono et al., 2023; Zafar, 2023). This triangulation of findings will enhance the validity and dependability of the study's conclusions, offering a robust framework for understanding the complex interplay between AI, HR, and employee well-being in a dynamic technological environment (Valeriya et al., 2024). This approach is particularly valuable for examining how AI influences various facets of employee well-being, including mental health and job security, in rapidly evolving technological landscapes (Kaaria, 2024). The positivist research philosophy underpins this investigation, employing a descriptive research design to generate and analyze collected data (Abasaheb & Subashini, 2023). This approach is especially favored in projects involving the development of new instruments, as it allows researchers to design the instrument based on qualitative data and later validate it through quantitative analysis (Kaaria, 2024). This methodology aligns with studies examining the impact of AI on employee well-being, where a combination of quantitative surveys and qualitative interviews is used to understand the intricate relationships between AI-enabled HR practices, employee engagement, and well-being (Gayathiri & Prabu, 2025; Sadeghi, 2024).

10. Conclusion

This comprehensive approach ensures that both the statistical significance of AI's impact and the nuanced human experiences are adequately captured, providing a holistic perspective on AI integration in HR (Zafar, 2023). This investigation also considers the ethical and legal implications of AI-HRM systems, particularly concerning employee rights, drawing on comparative perspectives from various global regions to identify challenges and formulate effective regulatory responses (Pandey & Parashar, 2025). Specifically, the study aims to explore how AI-enabled HR platforms contribute to personalized employee experiences, offering tailored training recommendations, immediate feedback, and targeted career development opportunities to foster a greater sense of ownership and commitment (Sundari et al., 2024). Such systems are designed not merely to offer a selection of benefits but to intelligently curate advantages for employees, leveraging AI-based expert systems to mimic the decision-making processes of seasoned employee benefits specialists (Singh & Shaurya, 2021). Furthermore, AI integration in human resource management can significantly increase operational efficiency by reducing administrative burdens, allowing HR professionals to focus on more strategic initiatives like personalized well-being programs and flexible work arrangements (Zafar, 2023). However, the benefits of AI in HRM must be weighed against potential concerns such as job insecurity, surveillance, and fairness, which necessitate transparent governance and human oversight (Anjumanwarshaik et al., 2025; Sadeghi, 2024). Effective implementation requires a balanced approach that prioritizes employee well-being, fosters human-AI collaboration, and ensures ethical practices alongside technological advancement (Sadeghi, 2024). This balanced approach is critical for maximizing positive outcomes and minimizing negative effects associated with AI adoption in HR, thereby fostering job satisfaction and reducing employee stress (Sadeghi, 2024; Zafar, 2023). Organizations must therefore adopt a thoughtful approach to AI integration, ensuring transparency, maintaining human oversight, and addressing employee concerns regarding data privacy and job displacement (Sadeghi, 2024). Moreover, establishing ethical frameworks and robust governance mechanisms is paramount to manage risks associated with data privacy, algorithmic biases, and workforce transitions, thereby ensuring sustainable and inclusive HR practices (Bildirici et al., 2025).

Reference:

1. R. G. (2024). Impact of Artificial Intelligence (AI) on Human Resource Management (HRM). International Journal For Multidisciplinary Research, 6(3). https://doi.org/10.36948/ijfmr.2024.v06i03.21444
2. Abasaheb, S. A., & Subashini, R. (2023). Enhancing HR Efficiency Through the Integration of Artificial Intelligence and Internet of Things: A Study on AI Implementation in Human Resource Management. ICST Transactions on Scalable Information Systems. https://doi.org/10.4108/eetsis.4208
3. Afzal, M. N. İ., Shohan, A. H. N., Siddiqui, S. A., & Tasnim, N. (2023). Application of AI on Human Resource Management: A Review [Review of Application of AI on Human Resource Management: A Review]. Deleted Journal, 2023(1), 1. https://doi.org/10.46287/fhev4889

4. Agustono, D. O. S., Nugroho, R., & Fianto, A. Y. A. (2023). Artificial Intelligence in Human Resource Management Practices. KnE Social Sciences. https://doi.org/10.18502/kss.v8i9.13409

5. Anjumanwarshaik, Shaikh, S., Desai, P. S., & YM, G. (2025). Artificial intelligence in human resource management and employee well-being. International Journal of Applied Research, 11(10), 219. https://doi.org/10.22271/allresearch.2025.v11.i10c.12943

6. Bag, S., & Wood, L. C. (2022). Guest editorial: Human resource development in the digital age: recent issues and future research directions. International Journal of Manpower, 43(2), 253. https://doi.org/10.1108/ijm-05-2022-561

7. Basnet, S. (2024). Artificial Intelligence and Machine Learning in Human Resource Management: Prospect and Future Trends. International Journal of Research Publication and Reviews, 5(1), 281. https://doi.org/10.55248/gengpi.5.0124.0107

8. Behera, B. B. (2025). ARTIFICIAL INTELLIGENCE (AI) IN HUMAN RESOURCE MANAGEMENT: OPPORTUNITIES, CHALLENGES, AND ETHICAL IMPLICATIONS IN THE INDIAN CONTEXT. JOURNAL OF MANAGEMENT, 12(1), 105. https://doi.org/10.34218/jom_12_01_006

9. Benabou, A., & Touhami, F. (2025). Empowering human resource management through artificial intelligence: A systematic literature review and bibliometric analysis. International Journal of Production Management and Engineering, 13(1), 59. https://doi.org/10.4995/ijpme.2025.21900

10. Bhivgade, D. V. (2025). Exploring AI's Impact on HRM Practices: A Narrative Review of Literature and Emerging Trends [Review of Exploring AI's Impact on HRM Practices: A Narrative Review of Literature and Emerging Trends]. Journal of Information Systems Engineering & Management, 10, 184. Lectito Journals. https://doi.org/10.52783/jisem.v10i24s.3887

11. Bildirici, F., Medeni, T. D., Medeni, İ. T., Soylu, D., & Kökdemir, İ. E. (2025). Yapay Zeka Destekli Kariyer Platformu Modeli: Şirketler ve Yeteneklerde Eşleşme ve Gelişim İçin Bir Sistem Önerisi. DergiPark (Istanbul University). https://dergipark.org.tr/en/pub/kaytek/issue/94160/1763861

12. Böhmer, N., & Schinnenburg, H. (2023). Critical exploration of AI-driven HRM to build up organizational capabilities. Employee Relations, 45(5), 1057. https://doi.org/10.1108/er-04-2022-0202

13. Cahyani, R. R., & Musslifah, A. R. (2025). Balancing bytes and biases: A case study of AI adoption in academic human resource management. Journal of Educational Management and Instruction (JEMIN), 5(2), 437. https://doi.org/10.22515/jemin.v5i2.11679

14. Chukwuka, E. J., & Dibie, K. E. (2024). Strategic Role of Artificial Intelligence (AI) on Human Resource Management (HR) Employee Performance Evaluation Function. International Journal of Entrepreneurship and Business Innovation, 7(2), 269. https://doi.org/10.52589/ijebi-het5styk

15. Cultivating success: a practical exploration of applying artificial intelligence in human resources management. (2024). Scientific Papers of Silesian University of Technology Organization and Management Series, 2024(199). https://doi.org/10.29119/1641-3466.2024.199.26

16. Devindrappa, M. (2025). The Transformative Impact of Artificial Intelligence and Automation on Human Resource Practices: A Comprehensive Research Overview. TECHNO REVIEW Journal of Technology and Management, 5(1), 51. https://doi.org/10.31305/trjtm2025.v05.n01.006

17. Dima, J., Gilbert, M., Dextras-Gauthier, J., & Giraud, L. (2024). The effects of artificial intelligence on human resource activities and the roles of the human resource triad: opportunities and challenges. Frontiers in Psychology, 15. https://doi.org/10.3389/fpsyg.2024.1360401

18. Djunaedi, H. (2024). Ai as Employee Performance Evaluation: An Innovative Approach in Human Resource Development. Power System Technology, 48(1), 2008. https://doi.org/10.52783/pst.469

19. Du, J. (2024a). Exploring Gender Bias and Algorithm Transparency: Ethical Considerations of AI in HRM. Journal of Theory and Practice of Management Science, 4(3), 36. https://doi.org/10.53469/jtpms.2024.04(03).06

20. Du, J. (2024b). Ethical and Legal Challenges of AI in Human Resource Management. Journal of Computing and Electronic Information Management, 13(2), 71. https://doi.org/10.54097/83j64ub9

21. Durairaj, S., & Vetrivel, V. (2024). The Effect of AI (Artificial Intelligence) in Employee Performance Evaluation on Employee Retention in the Information Technology Sector. In Advances in economics,

business and management research/Advances in Economics, Business and Management Research (p. 88). Atlantis Press. https://doi.org/10.2991/978-94-6463-433-4_8

22. Ehnert, I. (2009). Sustainable Human Resource Management. In Contributions to management science. Springer Nature. https://doi.org/10.1007/978-3-7908-2188-8

23. Elbadawi, M. A. (2024). Exploring the Impact of AI on Employee Engagement and Productivity in Human Resource Management. In Studies in big data (p. 541). Springer International Publishing. https://doi.org/10.1007/978-3-031-70855-8_46

24. Fenwick, A., Molnár, G., & Frangos, P. (2024a). Revisiting the role of HR in the age of AI: bringing humans and machines closer together in the workplace [Review of Revisiting the role of HR in the age of AI: bringing humans and machines closer together in the workplace]. Frontiers in Artificial Intelligence, 6. Frontiers Media. https://doi.org/10.3389/frai.2023.1272823

25. Fenwick, A., Molnár, G., & Frangos, P. (2024b). The critical role of HRM in AI-driven digital transformation: a paradigm shift to enable firms to move from AI implementation to human-centric adoption. Discover Artificial Intelligence, 4(1). https://doi.org/10.1007/s44163-024-00125-4

26. Ganatra, N. J., & Pandya, J. D. (2023). The transformative impact of artificial intelligence on hr practices and employee experience: A review [Review of The transformative impact of artificial intelligence on hr practices and employee experience: A review]. Journal of Management Research and Analysis, 10(2), 106. https://doi.org/10.18231/j.jmra.2023.018

27. Gayathiri, G., & Prabu, G. (2025). Artificial intelligence-driven human resource practices and employee well-being: Examining the mediating effect of employee engagement. Problems and Perspectives in Management, 23(4), 247. https://doi.org/10.21511/ppm.23(4).2025.18

28. Goswami, M., Jain, S., Alam, T., Deifalla, A. F., Ragab, A. E., & Khargotra, R. (2023). Exploring the antecedents of AI adoption for effective HRM practices in the Indian pharmaceutical sector. Frontiers in Pharmacology, 14. https://doi.org/10.3389/fphar.2023.1215706

29. Jia, X., & Hou, Y. (2024). Architecting the future: exploring the synergy of AI-driven sustainable HRM, conscientiousness, and employee engagement. Discover Sustainability, 5(1). https://doi.org/10.1007/s43621-024-00214-5

30. JOSHI, DR. J. M. DR. A. (2023). ENHANCING EMPLOYEE EFFICIENCY AND PERFORMANCE IN INDUSTRY 5.0 ORGANIZATIONS THROUGH ARTIFICIAL INTELLIGENCE INTEGRATION. European Economic Letters (EEL), 13(4), 300. https://doi.org/10.52783/eel.v13i4.589

31. Jude, S. S. A., & Vinayagam, K. (2024). Impact of HRM Practices and Artificial Intelligence on Employee Attrition in It Industry. In Advances in economics, business and management research/Advances in Economics, Business and Management Research (p. 350). Atlantis Press. https://doi.org/10.2991/978-94-6463-433-4_25

32. Kaaria, A. G. (2024). Artificial Intelligence and Employee Well-Being: Balancing Technological Progressions with Human-Centric Workplace Strategies, a Research Agenda. East African Journal of Information Technology, 7(1), 355. https://doi.org/10.37284/eajit.7.1.2281

33. Kaur, M., & Gandolfi, F. (2023). Artificial Intelligence in Human Resource Management - Challenges and Future Research Recommendations. Review of International Comparative Management. https://doi.org/10.24818/rmci.2023.3.382

34. Lahoti, Prof. Dr. Y. (2023). Impact of artificial intelligence on Human Resource Management. Journal for ReAttach Therapy and Developmental Diversities. https://doi.org/10.53555/jrtdd.v6i1.2839

35. Lee, J., Chae, C., Lee, J. M., & Fontinha, R. (2024). Understanding the evolution of international human resource management research: a bibliometric review over the past 25 years (1995–2019) [Review of Understanding the evolution of international human resource management research: a bibliometric review over the past 25 years (1995–2019)]. Journal of Global Mobility The Home of Expatriate Management Research, 12(4), 691. Emerald Publishing Limited. https://doi.org/10.1108/jgm-09-2023-0062

36. Lutfi, L., & Mohammadi, A. (2025). Challenges of Implementation Artificial Intelligence in Human Resources Management. International Journal of Academic Research in Business and Social Sciences, 15(4). https://doi.org/10.6007/ijarbss/v15-i4/24796

37. Madanchian, M. (2024). From Recruitment to Retention: AI Tools for Human Resource Decision-Making. Applied Sciences, 14(24), 11750. https://doi.org/10.3390/app142411750

38. Mahade, A., Elmahi, A., Alomari, K. M., & Abdalla, A. A. (2025). Leveraging AI-driven insights to enhance sustainable human resource management performance: moderated mediation model: evidence from UAE higher education. Discover Sustainability, 6(1). https://doi.org/10.1007/s43621-025-01114-y

39. Malik, A., Budhwar, P., Patel, C., & Srikanth, N. R. (2020). May the bots be with you! Delivering HR cost-effectiveness and individualised employee experiences in an MNE. The International Journal of Human Resource Management, 33(6), 1148. https://doi.org/10.1080/09585192.2020.1859582

40. Malik, A., Budhwar, P., Patel, C., & Srikanth, N. R. (2023). May the bots be with you! Delivering HR cost-effectiveness and individualised employee experiences in an MNE. In Routledge eBooks (p. 83). Informa. https://doi.org/10.4324/9781003377085-4

41. Manoharan, P. (2024). A Review on AI and ML Transformation in Human Resources Management [Review of A Review on AI and ML Transformation in Human Resources Management]. International Journal of Computer Trends and Technology, 72(5), 210. Seventh Sense Research Group. https://doi.org/10.14445/22312803/ijctt-v72i5p126

42. Nath, A., Aziz, F., Fuad, M. N., Nipa, M. N., Khan, S. R., & Barsa, N. J. (2025). AI IN PERFORMANCE MANAGEMENT: A STUDY ON EMPLOYEE PERCEPTIONS AND ORGANIZATIONAL OUTCOMES. SSRN Electronic Journal. https://doi.org/10.2139/ssrn.5194491

43. Nawaz, N., Arunachalam, H., Pathi, B. K., & Gajenderan, V. (2024). The adoption of artificial intelligence in human resources management practices. International Journal of Information Management Data Insights, 4(1), 100208. https://doi.org/10.1016/j.jjimei.2023.100208

44. Nurimansjah, R. A. (2023). Dynamics of Human Resource Management: Integrating Technology, Sustainability, and Adaptability in the Modern Organizational Landscape. Golden Ratio of Mapping Idea and Literature Format, 3(2), 104. https://doi.org/10.52970/grmilf.v3i2.324

45. Pandey, S. K., & Parashar, A. (2025). Emerging Challenges In AI- Enhanced HR Management And Its Impact On Employee Rights: A Critical Appraisal. In Advances in economics, business and management research/Advances in Economics, Business and Management Research (p. 435). Atlantis Press. https://doi.org/10.2991/978-94-6463-872-1_28

46. Pandita, A. G. Dr. S. (2024). Unveiling the Transformative Influence of Artificial Intelligence on Human Resource Management. European Economic Letters (EEL), 14(1), 1733. https://doi.org/10.52783/eel.v14i1.1240

47. Reddy, M. R., Deepthi, S., Bhattaru, S., Srilakshmi, V., & Singh, H. (2024). Harmony in HR: Exploring the Synergy of Artificial Intelligence and Green Practices for Sustainable Workplaces". MATEC Web of Conferences, 392, 1039. https://doi.org/10.1051/matecconf/202439201039

48. Rusdi, S. D., Ismail, I. R., & Isa, R. M. (2024). Unravelling Smart HRM 4.0: A Narrative Review of Progressive 4.0 Technology Integration in Human Resource Management [Review of Unravelling Smart HRM 4.0: A Narrative Review of Progressive 4.0 Technology Integration in Human Resource Management]. Information Management and Business Review, 16, 415. International Foundation for Research and Development. https://doi.org/10.22610/imbr.v16i3(i)s.4070

49. Sadeghi, S. (2024a). Employee Well-being in the Age of AI: Perceptions, Concerns, Behaviors, and Outcomes. https://doi.org/10.48550/ARXIV.2412.04796

50. Sadeghi, S. (2024b). Employee Well-being in the Age of AI: Perceptions, Concerns, Behaviors,and Outcomes. arXiv (Cornell University). https://doi.org/10.48550/arxiv.2412.04796

51. Shchepkina, N., Pal, R., Dhaliwal, N., Ravikiran, K. R., & Nangia, R. (2024). Human-Centric AI Adoption and Its Influence on Worker Productivity: An Empirical Investigation. BIO Web of Conferences, 86, 1060. https://doi.org/10.1051/bioconf/20248601060

52. Shouran, Z., & Ali, D. A. (2024). The Implementation of Artificial Intelligence in Human Resources Management. Journal of International Conference Proceedings, 7(1), 244. https://doi.org/10.32535/jicp.v7i1.2993

53. Singh, A., & Pandey, J. (2024). Artificial intelligence adoption in extended HR ecosystems: enablers and barriers. An abductive case research. Frontiers in Psychology, 14. https://doi.org/10.3389/fpsyg.2023.1339782

54. Singh, A., & Shaurya, A. (2021). Impact of Artificial Intelligence on HR practices in the UAE. Humanities and Social Sciences Communications, 8(1). https://doi.org/10.1057/s41599-021-00995-4

55. Sundari, S., Silalahi, V. A. J. M., Wardani, F. P., Siahaan, R. S., Sacha, S., Krismayanti, Y., & Anjarsari, N. (2024). Artificial Intelligence (AI) and Automation in Human Resources : Shifting the Focus from Routine Tasks to Strategic Initiatives for Improved Employee Engagement. East Asian Journal of Multidisciplinary Research, 3(10), 4983. https://doi.org/10.55927/eajmr.v3i10.11758

56. Suneetha, S., Sudheer, A. K., Shankar, Ch., & Metta, S. (2024). HR in the Era of AI Paradoxes: Balancing Automation and Human Touch. In Advances in economics, business and management research/Advances in Economics, Business and Management Research (p. 528). Atlantis Press. https://doi.org/10.2991/978-94-6463-433-4_40

57. Valeriya, G., John, V., Singla, A., Devi, J. Y., & Kumar, K. (2024). AI-Powered Super-Workers: An Experiment in Workforce Productivity and Satisfaction. BIO Web of Conferences, 86, 1065. https://doi.org/10.1051/bioconf/20248601065

58. Venu, A. C. (2024). Analyzing the Impact of AI-Tools on Human Resource Practices. International Journal for Research in Applied Science and Engineering Technology, 12(5), 520. https://doi.org/10.22214/ijraset.2024.61604

59. Venugopal, M., Madhavan, V., Prasad, R., & Raman, R. (2024). Transformative AI in human resource management: enhancing workforce planning with topic modeling. Cogent Business & Management, 11(1). https://doi.org/10.1080/23311975.2024.2432550

60. Vishwanath, S. V. Dr. B. (2023). The Future of Work: Implications of Artificial Intelligence on Hr Practices. Tuijin Jishu/Journal of Propulsion Technology, 44(3), 1711. https://doi.org/10.52783/tjjpt.v44.i3.562

61. Wójcik, M. (2024). Algorithmic discrimination in the era of artificial intelligence: challenges of sustainable human resource management. Edukacja Ekonomistów i Menedżerów, 69(3). https://doi.org/10.33119/eeim.2024.69.6

62. Wójcik, M. (2025). AI MEETS HR – SYSTEMATIC REVIEW OF IMPLEMENTATION AND OPERATIONAL BARRIERS. Scientific Papers of Silesian University of Technology Organization and Management Series, 2025(224), 643. https://doi.org/10.29119/1641-3466.2025.224.35

63. Zafar, A. (2023). UNLEASHING AI POTENTIAL IN HUMAN RESOURCE MANAGEMENT (A CASE STUDY OF CORPORATE SECTOR IN KARACHI). Global Journal for Management and Administrative Sciences, 4(1), 65. https://doi.org/10.46568/gjmas.v4i1.182

64. Zawada, M. (2024). The Impact of Artificial Intelligence on Human Resource Management: Challenges, Opportunities, and Future Directions. System Safety Human - Technical Facility - Environment, 6(1). https://doi.org/10.2478/czoto-2024-0026