

## IMPACT OF AI ADOPTION IN HRM ON EMPLOYEE ATTITUDE AND BEHAVIOUR

**\*<sup>1</sup>Dr. N. Priya, Sakthiabinaya M.**

<sup>1</sup>Department of Management Studies, Adhiyamaan College of Engineering. (Autonomous)

<sup>2</sup>MBA Department of Management Studies, Adhiyamaan College of Engineering.  
(Autonomous)

Article Received: 08 March 2026, Article Revised: 28 March 2026, Published on: 18 April 2026

**\*Corresponding Author: Dr. N. Priya**

Department of Management Studies, Adhiyamaan College of Engineering. (Autonomous)

DOI: <https://doi-doi.org/101555/ijarp.4131>

### ABSTRACT

The rapid adoption of Artificial Intelligence (AI) in Human Resource Management (HRM) is transforming traditional workplace practices and redefining employee experiences. This study examines the impact of AI integration in HR functions—such as recruitment, performance management, employee engagement, and decision-making—on employee attitude and behaviour. AI-driven tools enhance efficiency, accuracy, and objectivity in HR processes, reducing human bias and administrative workload. However, the increasing reliance on automation also raises concerns among employees regarding job security, privacy, and reduced human interaction. These contrasting effects significantly influence employee attitudes, including job satisfaction, motivation, trust in management, and organizational commitment. The study further explores how AI adoption shapes behavioural outcomes such as adaptability, productivity, collaboration, and resistance to change. While some employees demonstrate positive behavioural shifts by embracing digital transformation and upskilling, others may exhibit stress, anxiety, or reluctance due to perceived threats from automation.

**KEYWORD:** Artificial Intelligence (AI), Human Resource Management (HRM), Employee Attitude Employee, Behaviour, AI Adoption, Workplace Automation, Job Satisfaction, Employee Engagement

### 1 INTRODUCTION

Artificial Intelligence (AI) has become one of the most influential technological advancements in modern organizations. Many companies are adopting AI tools to improve efficiency,

accuracy, and decision-making. In the field of Human Resource Management (HRM), AI is transforming traditional HR practices such as recruitment, employee engagement, performance evaluation, and training.

AI technologies like machine learning, Chatbot's, and data analytics help HR departments automate repetitive tasks and focus more on strategic activities. For example, AI can screen resumes, analyses employee performance data, and provide insights for better decision-making. This not only saves time but also reduces human bias in many HR processes.

However, the adoption of AI in HRM also affects employees' attitudes and behaviors in different ways. Some employees may feel motivated because technology makes work easier and improves productivity. Others may feel anxious about job security, privacy, or being monitored by AI systems.

Employee attitude refers to how employees feel about their work environment, job roles, and organizational changes. Behaviors refers to how employees act or respond to those changes. When AI is introduced in HR practices, employees may react positively or negatively depending on how the organization manages the change.

## 2 REVIEW OF LITERATURE

Minbaeva (2021) : This research showed that HR analytics and AI improve workforce planning and strategic HR decisions.

Bondarouk and Brewster (2016): The study discussed digital HR transformation and the role of technology in improving HR effectiveness.

Huang and Rust (2021): The authors explained how AI replaces, augments, and supports human tasks, impacting employee roles and behaviour.

Raisch and Krakowski (2021): The study emphasized the collaboration between humans and AI systems for better organizational outcomes.

Budhwar et al. (2022): This research highlighted the future of HRM with AI and stressed the need for continuous learning among employees.

George et al. (2022): The study explored AI adoption in organizations and its impact on employee behaviour and decision-making.

Chowdhury et al. (2023) This study focused on ethical concerns in AI adoption, including fairness, accountability, and transparency.

Verma and Singh (2023): The authors examined employee perceptions of AI and found that training plays a key role in improving acceptance.

Kumar and Gupta (2024): The study analyzed recent trends in AI adoption in HRM and found

increased reliance on automation and analytics.

Sharma and Patel (2024): This research concluded that AI has a significant positive impact on employee productivity but requires proper implementation strategies.

### **3 RESEARCH GAP**

Although several studies have been conducted on the adoption of Artificial Intelligence in Human Resource Management, there are still significant gaps that need to be addressed, especially in the context of large multinational organizations like the Aditya Birla Group.

Firstly, most existing research focuses on the technical efficiency of AI tools such as automation, recruitment systems, and data analytics, while limited attention has been given to employee involvement and interaction with these AI systems. Studies indicate that research has largely ignored how employees engage with AI in HR decision-making processes.

### **4 OBJECTIVES OF THE STUDY**

- To examine the level of AI adoption in Human Resource Management and how it is used in HR activities such as recruitment, training, and performance evaluation.
- To analyze the impact of AI adoption on employees' attitudes, including job satisfaction, motivation, and acceptance of technology.
- To study how AI in HRM influences employee behaviour, such as productivity, work performance, and adaptability in the workplace.

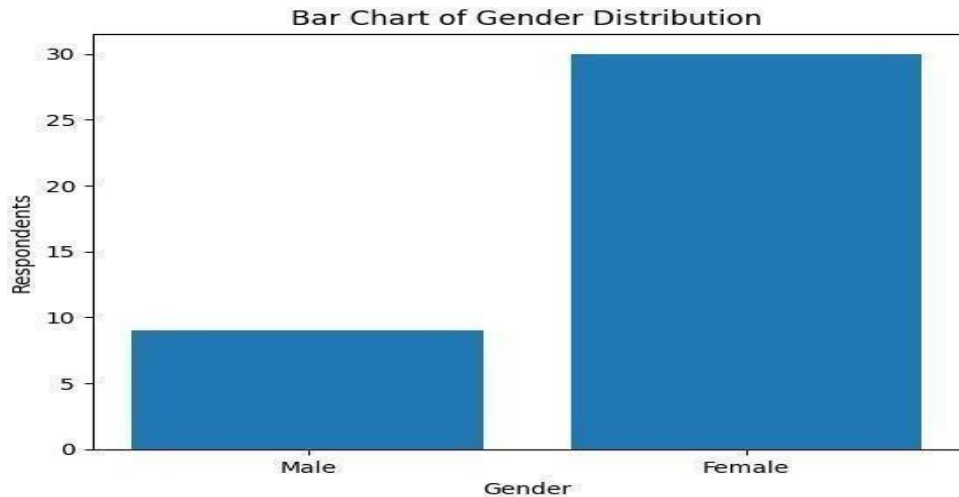
### **5 SAMPLING METHOD**

- Sampling is an important part of research methodology, as it helps in selecting a subset of from a larger population for the purpose of analysis. In this study, a non-probability sampling method was used to select the respondents.
- Specifically, the study adopted the convenience sampling technique, where respondents were selected based on their availability and willingness to participate. Employees who were easily accessible and ready to respond through Google Forms were included in the sample.
- A total of 40 respondents from the Aditya Birla Group were selected for the study. The respondents were from different departments such as HR, Finance, Marketing, and Operations, ensuring a certain level of diversity in the data collected.
- The use of convenience sampling was suitable for this study due to time constraints and ease of data collection during the internship period. It also allowed quick distribution and

collection of responses through an online platform.

- Although this method may have certain limitations in terms of generalization, it is appropriate for exploratory and descriptive research studies like the present one.

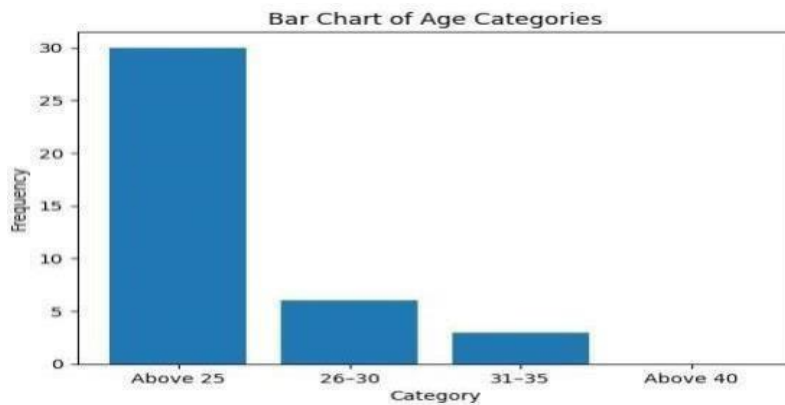
## 6 DATA ANALYSIS AND INTERPRETATION



**Fig 1 Majority employees are female. (75%)**

### INTERPRETATION:

Majority of employees are female (75%). The organization has low female representation, indicating gender imbalance.

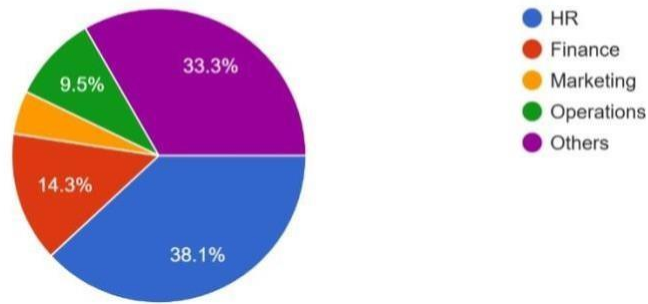


**Fig 2 Majority Respondents are Above 25. (76.92%).**

### INTERPRETATION

The majority of respondents (76.92%) belong to the “Above 25” category, showing high concentration in this group. The “26–30” and “31–35” categories have lower representation. There are no respondents in the “Above 40” category. Hence we can come to conclusion the major of the respondents are age above 25 years.

2. Department  
21 responses



**Fig 3 the majority of respondents are HR. (8 Respondents)**

**INTERPRETATION**

Out of 21 respondents, most belong to the HR department (8 respondents), while Marketing has the least representation (1 respondent).

7. Monthly income  
40 responses



**Fig 4 the majority Respondents are below 20,000. (47.5%).**

**INTERPRETATION**

The data shows that the majority of respondents (47.5%) earn below ₹20,000, indicating a higher concentration of employees in the lower income group. About 37.5% fall in the ₹20,000–₹40,000 range, showing a significant mid-level income category. Only a small percentage of respondents belong to higher income groups above ₹40,000. Overall, the income distribution suggests that most employees are in the lower and middle salary brackets.

**7 FINDINGS**

- Majority of respondents are female employees (76.9%).
- Most employees above 25 age group (40%), indicating a young workforce.
- The HR department (33.1%) has the highest number of employees.
- A large number of employees have below 1 years of experience (42.5%).

- Majority of respondents fall under the ₹20,000–₹40,000 salary range,
- indicating a mid-level income group.
- Work pressure (35%) is the most common type of grievance faced by employees.
- Majority of respondents are undergraduate degree holders(23.8%), indicating a basic level of higher education among employees.
- Majority of respondents feel that communication in the organization is moderate(38%), indicating scope for improvement.
- Majority of respondents indicate that AI adoption in HRM is at a moderate level(45%), showing gradual implementation
- The majority of respondents are working as full-time employees(64.10%) in the organization.
- AI adoption in HRM is at a moderate stage(37.5%), indicating that organizations are in a transition phase from traditional to digital practices.
- Most employees are moderately satisfied (38%), indicating scope for improvement.
- Majority of respondents (37.5%) indicate that AI adoption in HRM is moderately advanced, showing gradual implementation.
- Employees expect management to resolve issues quickly and ensure fairness.

## 8 SUGGESTIONS

- The organization should provide regular training programs to improve
- employees' knowledge and skills in using AI tools.
- There is a need to upgrade technology and infrastructure to avoid technical issues and ensure smooth AI implementation.
- Management should ensure clear and effective communication about AI usage to reduce confusion among employees.
- Steps should be taken to reduce resistance to change by creating awareness and motivating employees to accept AI systems.
- The organization should provide strong support and guidance to employees during AI adoption.
- AI usage should be expanded beyond recruitment to other HR functions like training, performance evaluation, and employee engagement.
- Conduct workshops and awareness programs to improve employees'
- understanding of AI benefits.

- Ensure that AI systems are fair, transparent, and unbiased in decision-making processes.
- Regular monitoring and evaluation of AI systems should be done to improve efficiency.
- The organization should adopt an employee-friendly approach, where AI supports employees rather than replacing them.

## 9 CONCLUSION

The study concludes that Artificial Intelligence plays a significant role in transforming Human Resource Management practices. AI adoption has positively influenced employee attitude and behaviour by improving efficiency, reducing workload, and enhancing decision-making processes.

The findings reveal that most employees have a positive perception of AI, and they find AI tools helpful in their daily work activities. AI has contributed to increased productivity, better time management, and improved HR functions such as recruitment, training, and performance evaluation.

However, certain challenges such as lack of training, technical issues, resistance to change, and data privacy concerns still exist. These challenges need to be addressed for effective AI implementation.

The statistical analysis indicates that there is no significant difference in perception among employees based on demographic factors, showing that AI adoption is uniformly accepted across different groups.

Overall, the study highlights that AI adoption in HRM has a positive and meaningful impact on employee attitude and behaviour, and with proper support, training, and infrastructure, organizations can maximize the benefits of AI in HR practices.

## 10 REFERENCE

- 1 Fenwick, A. F., Molnar, G. M., & Frangos, P. F. (2023). Revisiting the role of HR in the age of AI: Bringing humans and machines closer together in the workplace. *Frontiers in Artificial Intelligence*.
- 2 Malik, A., Budhwar, P., & Srikanth, N. R. (2022). An interdisciplinary review of AI and HRM: Challenges and future directions. *Human Resource Management Review*.
- 3 Roohani, F. (2023). Application of AI in HRM and employee perception analysis for the usage of AI in public and private organizations. *Journal of Human Resource Management*.
- 4 Rana, R., & Kumar, S. (2026). AI in human resource management: A bibliometric

- analysis and review. Human Systems Management.
- 5 Zhou, K., Kraus, S., & Ammirato, S. (2025). Artificial intelligence, knowledge and human resource management: Strategic implications. *Journal of Innovation & Knowledge*.
  - 6 Cai, Y., Bankins, S., & Langer, M. (2024). Artificial intelligence in HRM: Fairness, transparency and ethical concerns. *Management Review Quarterly*.
  - 7 Sadeghi, S. (2024). Employee well-being in the age of artificial intelligence: Perceptions and behavioural outcomes.
  - 8 Maghsoudi, M., Shahri, M. K., & Khanizad, R. (2023). Mapping the landscape of AI-driven HRM: A social network analysis of research collaboration.
  - 9 Konjen, H. (2025). Algorithmic management and the future of human work: Implications for HRM practices.
  - 10 Kalff, Y., & Simbeck, K. (2025). AI literacy and its impact on HR managers' understanding of AI systems in recruitment.