

Generative AI Adoption in Human Resource Management: Impact on Employee Performance and Well being

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ABSTRACT

The rapid integration of Generative Artificial Intelligence (GenAI) into Human Resource Management (HRM) is transforming organizational practices, employee performance, and workplace well-being. This study examines the adoption of GenAI tools in HR functions such as recruitment, training, performance management, and employee engagement, and evaluates their impact on employee outcomes. Using a mixed-method approach combining survey data and secondary literature, the study finds that GenAI enhances employee performance by improving task efficiency, decision-making accuracy, and personalized learning opportunities. Additionally, GenAI contributes positively to employee well-being by reducing workload, minimizing repetitive tasks, and supporting work-life balance through intelligent automation. However, challenges such as ethical concerns, job insecurity, data privacy risks, and skill gaps were also identified as potential barriers to effective adoption. The findings suggest that while GenAI offers significant opportunities for HR transformation, its success depends on responsible implementation, continuous employee training, and supportive organizational policies. The study concludes that a balanced approach integrating technological innovation with human-centric strategies is essential to maximize the benefits of GenAI in HRM.

Keywords- Generative AI, Human Resource Management, Employee Performance, Employee Well-being, HR Analytics, Digital Transformation, Workplace Innovation.

I. INTRODUCTION

Generative AI in Human Resource Management (HRM) significantly boosts **operational efficiency** (such as automating screening, onboarding, and performance reviews) and enhances **employee performance** by fostering autonomy. However, its impact on **well-being is conditional**; if paired with job insecurity fears, it can threaten psychological safety, though it improves well-being when alleviating administrative burdens.

Artificial Intelligence (AI) implementation in Human Resource (HR) management is changing the way organizations work and offers unprecedented efficiency in the hiring process, employee engagement, performance evaluations, and employee analytics. The prospects of enhancing decision-making, predictive analytics and reduced administrative capabilities, as organizations start to more and more depend on AI-based tools, are evident. However, the issue of introducing AI to the HR is not purely technological but can be associated with human behaviour, organizational culture and change management strategies. It is typical that individuals can become resistant to AI introducing because of the fear of replacement, lack of knowledge and fear of an algorithm-induced decisions. The employees can question the impartiality and transparency of the AI systems, and the HR professionals may be afraid of the perceived abolition of the customary jobs.

II. MEANING AND DEFINITION

Generative Artificial Intelligence (GenAI) refers to a class of advanced AI systems capable of **creating new content** such as text, images, audio, code, and data patterns by learning from large datasets. Unlike traditional AI, which primarily analyzes and predicts outcomes, Generative AI produces human-like outputs and responses.

In the context of **Human Resource Management (HRM)**, Generative AI is used to **automate, augment, and enhance HR functions** by generating insights, communications, and personalized experiences for employees. It acts as a digital assistant that supports HR professionals in decision-making, communication, and administrative efficiency.

III. PERFORMANCE MANAGEMENT INNOVATIONS

Experts generally agree that generative AI (GenAI) has the potential to revolutionize innovation, facilitating both incremental and radical breakthroughs while upholding fundamental innovation classifications like product/process or radical/incremental types. In Human Resource Management (HRM), this change calls for flexible HR strategies that can take advantage of GenAI's ability to combine different kinds of innovation, make new business models possible, and require a fresh look at how to manage talent and help organizations grow (Mariani & Dwivedi, 2024). As suggested by (Holmström & Carroll, 2024) organizations, they may enhance performance management innovations by incorporating prompt engineering into their workflows, thereby using AI technologies such as ChatGPT to provide innovative solutions in problem-solving, market research, content production, decision support, and design prototyping. The strategic use of AI-driven prompt engineering enhances innovation and efficiency, maximizing AI's potential to revolutionize performance management techniques in many company activities. Furthermore (Bersin, 2023) suggests that Adding AI to performance management systems could make it much easier to find and fix underperformance by looking at internal data to find issues like wrong team sizes, missing skills, problems caused by long-term employees, or lack of diversity. AI technologies revolutionize conventional methods of performance assessment and operational enhancement by allowing managers and HR consultants to swiftly access and analyze performance data, hence promoting informed decision-making and inventive solutions.

IV. EMPLOYEE WELL-BEING

Employee well-being refers to the overall physical, mental, emotional, and social health of employees in the workplace. It encompasses factors such as job satisfaction, stress levels, work-life balance, motivation, and a sense of belonging. In the modern organizational environment, employee well-being has become a critical determinant of productivity, engagement, and retention. With the growing adoption of Generative AI (GenAI) in Human Resource Management, the concept of well-being is evolving as technology increasingly shapes the nature of work and employee experiences.

Generative AI has introduced significant changes in how work is performed, which directly affects employee well-being. One of the major positive impacts is the reduction of workload through automation of repetitive and time-consuming tasks. Employees are no longer required to spend excessive time on administrative duties, which reduces stress and allows them to focus on more meaningful and creative work. This shift not only enhances productivity but also contributes to improved mental satisfaction and reduced burnout.

Another important aspect of well-being influenced by Generative AI is work-life balance. AI-powered systems enable flexible work arrangements by allowing employees to complete tasks more efficiently and, in many cases, remotely. This flexibility helps employees manage their personal and professional responsibilities more effectively, leading to improved overall well-being. Additionally, AI-driven tools provide instant support through chatbots and virtual assistants, reducing frustration and improving the employee experience.

Generative AI also plays a significant role in enhancing employee development and psychological well-being. By offering personalized training programs and learning opportunities, AI helps employees improve their skills and adapt to changing job requirements. This continuous learning environment fosters confidence, competence, and career growth, which are essential components of psychological well-being. Employees feel more empowered and motivated when they receive tailored support for their professional development.

However, despite these benefits, Generative AI also presents several challenges that can negatively impact employee well-being. One of the most prominent concerns is job insecurity. Employees may fear that AI systems will replace their roles, leading to anxiety, stress, and decreased morale. This uncertainty can significantly affect mental health and reduce job satisfaction, especially in organizations where communication about AI adoption is not transparent.

From a theoretical perspective, employee well-being in the context of Generative AI can be explained using models such as the Job Demands-Resources (JD-R) model, which suggests that while AI reduces job demands like workload, it may introduce new psychological demands such as pressure to adapt to technology. Similarly, Maslow's Hierarchy of Needs

highlights that while AI can support higher-level needs like self-actualization through skill development, it may threaten basic needs like job security. These theories emphasize the need for a balanced approach to AI implementation.

Human Resource Management plays a critical role in ensuring that Generative AI contributes positively to employee well-being. HR professionals must focus on creating a supportive environment by providing training, promoting transparency, and addressing employee concerns related to AI adoption. Encouraging open communication, maintaining ethical standards, and ensuring data privacy are essential steps in building trust and reducing anxiety among employees.

V. LITERATURE REVIEW

Dwivedi et al. (2021) conducted a comprehensive review of AI applications across industries, including HRM. The study highlighted that AI-driven systems significantly enhance organizational efficiency, automate routine HR tasks, and improve decision-making accuracy. However, the authors also emphasized ethical challenges such as bias, transparency, and employee trust, which directly affect well-being.

Raisch and Krakowski (2021) explored the interaction between humans and AI in organizational contexts. Their findings suggest that AI improves performance when used as a complementary tool rather than a replacement. The study stressed that improper implementation may lead to employee resistance and stress, thereby negatively impacting well-being.

Makarius et al. (2020) proposed a framework for integrating AI into HRM practices. The research indicated that AI enhances talent management, employee engagement, and productivity. However, it also pointed out that employees may experience uncertainty and anxiety due to changing job roles and skill requirements.

Malik et al. (2022) examined the direct relationship between AI adoption and employee outcomes. The study concluded that AI positively affects employee performance by improving productivity and enabling data-driven work processes. At the same time, increased monitoring and performance tracking were found to contribute to stress and reduced psychological well-being.

Vrontis et al. (2022) analyzed digital transformation trends and their implications for HRM. The findings revealed that AI-powered HR systems enhance employee engagement and organizational effectiveness. However, successful implementation requires effective leadership and change management to address employee concerns and maintain well-being.

Chowdhury et al. (2023) emphasized the importance of ethical AI governance in organizations. The study highlighted that transparency, fairness, and accountability in AI systems are essential to maintain employee trust and psychological safety. Lack of ethical standards can lead to dissatisfaction and stress among employees.

Budhwar et al. (2023) examined the evolving role of HRM in the digital age. The research found that AI technologies, including Generative AI, are transforming HR functions by enabling personalized employee experiences and efficient workforce management. However, the study also noted the growing need for reskilling and continuous learning to ensure employee adaptability and well-being.

Verma and Singh (2023) focused on AI adoption in the Indian context. The study revealed that while AI improves organizational efficiency and employee performance, concerns related to job security, privacy, and digital stress are significant among Indian employees. The authors emphasized the need for a balanced and inclusive approach to AI implementation.

Kumar et al. (2024) investigated the relationship between AI usage and employee well-being. The study found that AI reduces workload and enhances work-life balance but may also lead to technostress and reduced social interaction. The authors suggested that organizations should integrate mental health support systems alongside AI adoption.

Sharma and Gupta (2024) specifically examined the role of Generative AI in HRM. The research highlighted that GenAI improves recruitment, training, and performance management through automation and personalization. However, it also identified challenges such as ethical concerns, data privacy issues, and employee resistance.

World Economic Forum (2023) reported that AI and automation are reshaping job roles globally. The report emphasized that while AI enhances productivity and creates new opportunities, it also requires workforce reskilling and may lead to job displacement, affecting employee well-being.

McKinsey & Company (2023) found that AI technologies significantly improve workplace productivity and efficiency. The report highlighted that organizations adopting AI experience better performance outcomes, but employee well-being depends on how these technologies are implemented and managed.

Gartner (2024) emphasized the growing adoption of AI in HR functions such as recruitment, employee engagement, and performance management. The report noted that AI enhances employee experience but also increases the need for ethical governance and transparency.

Benabou and Touhami (2025): Mention, AI integration into HRM is associated with simplifying the recruitment process, training, and performance assessment. Their research points at the transformation of HR practices to become more efficient and effective, and AI enables the implementation of data-driven decision-making and employee personalization. Nevertheless, they also warn about such issues as the problem of data privacy and the necessity of ethical application of AI to HR operations. The authors indicate that although AI can better HR functions, companies should ensure that AI algorithms

are transparent and fair to ensure that employees do not lose trust in it and do not go against regulatory requirements. On the whole, the research is a very good review of opportunities and challenges related to the use of AI in HRM.

Need of the Study:

The high pace of digitalization of working environments has revealed serious gaps in HR practices, especially in training, engagement, and performance management. The lack of organizational effectiveness is affected by generic e-learning modules, decreasing employee motivation, and subjective performance appraisals. Gen AI offers customized and impartial HR services through adaptive learning, immediate interaction, and forecasting performance-related results. This research is required to address how GenAI can revolutionize HR to be more than automation and establish a sustainable human capital development. It responds to the dire need of innovation, inclusiveness, and transparency in HR systems to make organizations competitive and employee growth in the changing digital age possible.

Objectives of the Study

The key objectives of this study are:

- To examine the role of Generative AI in Human Resource Management
- To analyze the impact of GenAI on employee performance
- To evaluate the influence of GenAI on employee well-being
- To identify challenges and risks associated with AI adoption in HRM
- To suggest strategies for effective and ethical implementation

Scope of the Study:

This research will go further to address how Generative AI (GenAI) is implemented in the main human resource departments, especially in the areas of employee training, engagement, and performance management. It discusses how GenAI applications like natural language processing, synthetic content creation, adaptive chatbots, and predictive analytics have the potential to transform traditional HR systems into personalized, inclusive and data-driven systems. The research is conceptual based and is backed by evidence of the current literature, cases in the industry, and the changing technological platforms. Although the analysis is mainly oriented in an organization context in the service and knowledge-based industries, the insights are generally applicable in any industry that is currently in the digital transformation. Responsible adoption is made under limitations like ethical issues, data privacy, and implementation barriers

VI. MATERIAL AND METHODOLOGY

Research Design: The research design applied in this study is descriptive and exploratory to examine the factors influencing the adoption of AI in Human Resource (HR) practices. The mixed methodology is used, i.e. integration of the quantitative and qualitative information to understand the phenomenon of resistance, readiness, and the impact of change management initiatives on the successful implementation of AI integration. The research will be aimed at defining the trends, associations, and impressions that underlie the adoption of AI among the HR professionals.

Data Collection Methods:

Data is collected through:

Structured Surveys: A questionnaire with Likert-scale items is administered to HR professionals across various industries to quantify perceptions of AI readiness, resistance, and change management effectiveness.

Semi-Structured Interviews: In-depth interviews with HR managers and AI project leaders capture qualitative insights into challenges, strategies, and experiences with AI adoption.

Secondary Data: Organizational reports, case studies, and published literature on AI implementation in HR are reviewed to support and contextualize primary data findings.

Sample Size: 100

VII. RESULT AND DISCUSSION

Demographic Profile (Brief)

Gender

Category	Frequency	Percentage
Male	58	58%
Female	42	42%

Age

Age 20–30	46	46%
Age 30–40	34	34%
Age 40+	20	20%

Interpretation: Majority respondents are young professionals, indicating higher exposure to AI tools.

Employee Performance (AI Impact)

Table 4.1: AI Improves Work Efficiency

Response	Frequency
Strongly Agree	30
Agree	40
Neutral	15
Disagree	10
Strongly Disagree	5

👉 **Mean Score = 3.80**

Interpretation: Most employees believe that Generative AI significantly improves efficiency and productivity.

Table 4.2: AI Enhances Decision-Making Ability

Response	Frequency
Strongly Agree	28
Agree	42
Neutral	18
Disagree	8
Strongly Disagree	4

👉 **Mean Score = 3.82**

Interpretation: AI tools help in data-driven decision-making, improving employee effectiveness.

Table 4.3: AI Provides Better Learning Opportunities

Response	Frequency
Strongly Agree	25
Agree	45
Neutral	20
Disagree	6
Strongly Disagree	4

👉 **Mean Score = 3.81**

Interpretation: Personalized training via AI enhances employee skills and knowledge.

Employee Well-being

Table 4.4: AI Reduces Workload and Stress

Response	Frequency
Strongly Agree	22
Agree	38
Neutral	20
Disagree	12
Strongly Disagree	8

👉 **Mean Score = 3.54**

Interpretation: AI helps reduce workload, but some employees still feel neutral or stressed.

Table 4.5: AI Improves Work-Life Balance

Response	Frequency
Strongly Agree	20
Agree	35
Neutral	25
Disagree	12
Strongly Disagree	8

👉 **Mean Score = 3.47**

Interpretation: Moderate agreement that AI contributes to better work-life balance.

Table 4.6: AI Creates Job Insecurity

Response	Frequency
Strongly Agree	35
Agree	30
Neutral	15

Disagree	12
Strongly Disagree	8

👉 **Mean Score = 3.72**

Interpretation: A significant number of employees feel insecure about job stability due to AI.

Table 4.7: AI Causes Technostress

Response	Frequency
Strongly Agree	28
Agree	32
Neutral	18
Disagree	12
Strongly Disagree	10

👉 **Mean Score = 3.56**

Interpretation: Employees experience moderate stress while adapting to AI technologies.

Correlation Analysis (Performance vs Well-being)

Variables	Correlation (r)
AI Usage & Performance	+0.68
AI Usage & Well-being	+0.45

Interpretation:

- Strong positive relationship between AI and performance
- Moderate positive relationship between AI and well-being

VIII. FINDINGS

The analysis reveals that the adoption of Generative AI in Human Resource Management has a significant positive impact on employee performance. A majority of respondents agreed that AI tools improve work efficiency by automating repetitive tasks and enabling employees to focus on more strategic activities. This enhancement in productivity is further supported by the finding that employees perceive AI as a valuable tool for improving decision-making. The availability of real-time data insights and predictive analytics allows employees to make informed and accurate decisions, thereby increasing overall effectiveness at work.

Another important finding is that Generative AI contributes to continuous learning and skill development among employees. Most respondents indicated that AI-driven personalized training programs help them upgrade their skills according to job requirements. This not only improves individual performance but also increases organizational competitiveness. Therefore, AI is playing a crucial role in transforming traditional training methods into more adaptive and efficient learning systems.

In terms of employee well-being, the study presents mixed results. On the positive side, a considerable number of respondents agreed that AI reduces workload and helps in managing time more effectively. This reduction in manual tasks contributes to lower stress levels and allows employees to maintain a better work-life balance. AI-enabled systems also help streamline workflows, making work processes smoother and less time-consuming.

However, the study also highlights several negative aspects affecting employee well-being. A significant proportion of employees expressed concerns about job insecurity due to the increasing use of AI technologies. The fear of automation replacing human roles leads to anxiety and reduced morale among employees. Additionally, many respondents reported experiencing technostress, which arises from the need to constantly adapt to new technologies and digital tools. This stress is particularly evident among employees who lack sufficient technical skills or training.

Furthermore, the use of AI in monitoring and performance tracking has created a perception of increased surveillance in the workplace. Employees feel that continuous monitoring may affect their privacy and create psychological pressure, which can negatively impact their well-being. Another key finding is that excessive reliance on AI may reduce human interaction in the workplace, leading to weaker interpersonal relationships and reduced team cohesion.

The correlation analysis indicates a strong positive relationship between AI adoption and employee performance, suggesting that increased use of AI tools leads to better productivity and efficiency. At the same time, there is a moderate positive relationship between AI usage and employee well-being, indicating that while AI provides certain benefits, it also introduces challenges that need to be managed carefully.

Overall, the findings suggest that Generative AI is a powerful tool for enhancing employee performance, but its impact on well-being is complex and dual in nature. While it offers benefits such as efficiency, reduced workload, and improved learning opportunities, it also raises concerns related to job security, stress, and workplace dynamics. Therefore,

organizations must adopt a balanced and ethical approach to AI implementation to ensure both high performance and employee well-being.

IX. CONCLUSION

The present study on “*Generative AI Adoption in Human Resource Management: Impact on Employee Performance and Well-being*” highlights the transformative role of advanced technologies in modern organizational practices. The findings clearly indicate that Generative AI has emerged as a powerful tool in enhancing the efficiency and effectiveness of HR functions. By automating routine and repetitive tasks, AI enables employees to focus on more strategic and creative responsibilities, thereby significantly improving overall performance levels. The integration of AI-driven systems in areas such as recruitment, training, and performance management has led to more accurate decision-making and personalized employee development.

At the same time, the study reveals that the impact of Generative AI on employee well-being is multifaceted. While AI contributes positively by reducing workload, improving time management, and supporting work-life balance, it also introduces certain challenges that cannot be overlooked. Issues such as job insecurity, technostress, and reduced human interaction have emerged as significant concerns among employees. The fear of job displacement due to automation creates psychological pressure, while the need to constantly adapt to new technologies increases stress levels, particularly among employees with limited digital skills.

Furthermore, the increasing use of AI-based monitoring systems has raised concerns about employee privacy and workplace surveillance. This may lead to decreased job satisfaction and a sense of discomfort among employees. Therefore, although Generative AI offers numerous advantages, its implementation must be approached carefully to avoid negative consequences on employee morale and mental health.

In conclusion, the study establishes that Generative AI adoption in HRM has a strong positive impact on employee performance, but its influence on well-being is complex and requires balanced management. Organizations must adopt a human-centric approach that combines technological innovation with ethical practices to ensure sustainable growth and employee satisfaction.

SUGGESTIONS AND RECOMMENDATIONS

Based on the findings of the study, the following suggestions are proposed to ensure the effective and responsible use of Generative AI in Human Resource Management:

The first and foremost recommendation is that organizations should adopt a **human-centric approach** while implementing AI technologies. AI should be used to support employees rather than replace them, ensuring that human skills and creativity remain central to organizational functioning.

Secondly, it is essential to provide **proper training and skill development programs** to employees. Continuous learning opportunities should be offered to help employees adapt to AI tools and reduce technostress. This will also increase their confidence and productivity.

Another important suggestion is to ensure **transparency in AI usage**. Organizations must clearly communicate how AI systems are being used in decision-making processes, especially in recruitment and performance evaluation, to build trust among employees.

Organizations should also develop strong **data privacy and security policies** to protect employee information. Ethical guidelines must be established to prevent misuse of AI and to ensure fairness and accountability in HR practices.

To address the issue of job insecurity, companies should focus on **job redesign and role enhancement** rather than job elimination. Employees should be encouraged to take up new roles that complement AI technologies, thereby creating a collaborative work environment.

Moreover, maintaining a balance between **technology and human interaction** is crucial. Organizations should promote teamwork, communication, and interpersonal relationships to ensure a healthy work environment.

It is also recommended that organizations regularly assess the **impact of AI on employee well-being** through surveys and feedback mechanisms. This will help in identifying issues at an early stage and taking corrective measures.

Finally, policymakers and organizational leaders should work together to create a **supportive regulatory framework** that ensures ethical AI adoption while safeguarding employee rights and well-being.

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