

Edited by

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A woman's face is the central focus, with her eyes looking slightly to the right. Overlaid on her face is a complex digital network of white lines and nodes, resembling a neural network or data flow. The background is a soft, out-of-focus blue and white gradient. The title 'HAR 50' is superimposed on the image in large, bold, blue-outlined letters. The 'H' and 'R' are positioned above the '50', which is significantly larger than the other letters. The '5' and '0' are also in a similar blue-outlined font. The overall aesthetic is futuristic and technological.

HAR 50

**ADAPTING TO THE
AI-ENHANCED WORKFORCE**

HR 5.0

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HR 5.0: Adapting to the AI-Enhanced Workforce

EDITED BY

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INVESTOR IN PEOPLE

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Preface

As we stand in the era of the hypercompetitive business ecosystem, the evolving power of AI has been rapidly transforming our working style across all functions of HR. The shifts towards integration of technology, automation and AI in HR have reinvented its strategic position in organisations. The rise of AI adoption redefined how HR can locate the challenges and generate solutions by engaging workforce talent and competencies. The growing trend of HR using AI is augmenting employee's productivity by automating all possible repetitive tasks. This book, 'HR 5.0: Adapting to the AI-Enhanced Workforce,' offers an in-depth insight into the revolutionary role AI plays in reshaping HR practices. It is a comprehensive guide that charts the journey from traditional HR practices to the AI-driven and data-infused HR systems that are becoming increasingly prevalent in today's workforce.

The world of HR has undergone tremendous changes over the decades, evolving from manual processes and administrative functions to data-driven, tech-enabled decision-making systems. From HR 1.0, where the work was mostly administrative and compliance roles, to HR 5.0, where AI and automation are enhancing productivity, innovation and employee experience, this book offers historical perspectives on the evolution of HR and provides valuable insights into how AI is helping propel HR to new heights.

Further, this book is developed in a user-friendly pattern that can be utilised by all HR practitioners who are looking forward to modernising their working style and becoming faster and more accurate. The book is also highly useful for academicians who are exploring to gain new scope and insights into the HR discipline. Researchers can delve deep into the findings of the book and extend research avenues in the field of AI and HR integration. The readers of this book will be able to grasp new knowledge from the empirical findings of the chapters. The case and conceptual discussions provided in the chapters will enhance the understanding of AI and HR challenges and solutions.

Chapter 1 discussed 'Quantifying Employee Voices: A Study of Perception on the AI-Powered Chatbot.'

Utilising AI-powered chatbots and understanding employee perception in terms of reliability, engagement and impact on employee voice is pertinent for organisations to streamline productivity.

Chapter 2 talks about 'Unveiling the Human Element: The Evolutionary Journey from HR 1.0 to HR 5.0.'

With the evolutionary journey of HR 1.0 to HR 5.0, the gradual technological advancement, changing workforce dynamics and shifting organisational priorities have been witnessed by organisations. Businesses that rapidly evolved themselves in line with the advanced tech environment could stand with their competitiveness in the market.

Chapter 3 highlighted ‘HR Leadership and Strategic Management: Navigating Changes from Industry 1.0 to 5.0.’

The significance of leadership in all the eras of HR evolution has been released by organisations. The chapter specifically offers insights into how leadership styles have been redefined as per the changing business ecosystem and management strategic decisions.

Chapter 4 of the book provides considerable insights on ‘AI in Service: Engaging and Retaining Customers through Technology-Based Encounters and Employee Service.’

Adoption of AI in services is emerging in rapid pace to enhance customer engagement and retention. The chapter discusses the integration of advanced technology to where customers can be engaged with modernised employee services. The categories of standardised AI, cognitive AI and emotive AI progress from simple mechanical tasks to more complex cognitive and affective capacities. This implies that as AI develops, there will be less of a need for basic human intelligence.

Chapter 5 throws light on ‘The influence of Artificial Intelligence (AI) on the digital transformation of human resources in the context of Industry 5.0.’

Organisations have experienced the immense adoption of AI in the digital transformation of HR core functions. The chapter highlights the necessity of AI integration and digitalisation as per the basic demands of Industry 5.0. It is very well discussed that AI not only lowers costs but also enhances work quality and efficiency to enhance an organisation’s competitiveness in the tech-advanced business environment.

Chapter 6 talks about ‘Delving Deeply into Emotional Intelligence to Foster Employee Well-Being in AI driven Work Environment.’ This chapter brings a new dimension to a driven work environment by discussing the increased significance of managing Emotional Intelligence and psychological factors behind the whole process. It also mentioned that integration of AI at workplaces should be human centric by ensuring the ease of employee needs. The informed and strategic usage of AI opens immense scope of ensuring employee empathy and motivation.

Chapter 7 discusses ‘Leveraging AI in Higher Education Teaching and Learning: Opportunities and Challenges Ahead.’

In the era of digitalisation, the education industry has promptly responded with all the proactive steps to integrate the AI system into the organisational functions. The discussion focused on AI’s potential to democratize learning and development process by giving all learners, regardless of location or socioeconomic background, access to excellent learning resources. Remote learning can participate in interactive sessions and take advantage of adaptive learning

technologies through AI-driven platforms, which may help close the learning inequality gaps.

Chapter 8 provides a deeper understanding of ‘Workplace Evolution: The Role of AI in Shaping Productivity, Safety, and Employee Experience.’

AI impacts the dynamics of the workplace, including its benefits, drawbacks and implications for organisational change and employee well-being. Through automation of routine tasks, AI enhances productivity and job satisfaction because people can engage in more complex tasks. However, dependency on AI for decision-making may lead to biases and job losses, which are threats to equity. It has a better integration into flexible work environments that increase comfort and improve maintenance of equipment, affecting employee involvement, safety and health.

Chapter 9 talks about ‘Perspectives of Professionals in the changing landscape of HR 5.0.’

Due to the rapid advancements in technology and the widespread growth of AI and Big Data in every function of business, all these aspects will eventually lead to the most massive changes that would transform the entire business process rapidly. Therefore, HR 5.0 stands for a new innovative strategy in which technologies are used to develop strategic and data-driven HR practices.

Chapter 10 discusses ‘The IMPACT Framework: Shaping Gen Z Engagement in the Age of Industry 5.0.’

The transformation of the workforce comes from the entry of Generation Z, or Gen Z, who were born between 1997 and 2012. These individuals are very vocal, action-oriented and technologically savvy. They come with unique values and expectations that bring different challenges to the HR manager in engaging them appropriately in the context of Industry 5.0. Engaging Gen Z employees under Industry 5.0 requires a different approach. The model encapsulated within this paper is the IMPACT model, which incorporates six key drivers: Inspiration, Motivation, Purpose, Acknowledgement, Care and Transparency. These drivers can be of great use in providing practical frameworks for managers to enhance engagement among Gen Z employees during the Industry 5.0 era.

Chapter 11 advances our knowledge of ‘Emotional Intelligence (EI) in the Era of Artificial Intelligence (AI).’

The chapter discusses that how instructors can reduce stress through the application of Emotional Intelligence, with specific reference to the relationship between the learning and development profession and stress levels to that of Emotional Intelligence. The research shed light on the level to which educators’ emotional competencies impact their capacity to handle the rigours and pressures of their line of work.

Chapter 12 talks about ‘A study of Artificial Intelligence effects on Human Resource Digitalization: Digital Recruitment 5.0.’

The advent of AI has ushered in a revolutionary era, notably termed Digital Recruitment 5.0. This transformation not only streamlines recruitment processes but also enhances the quality of hires, reduces biases and elevates the overall candidate experience. The chapter explores the profound effects of AI on HR

digitalisation, focusing on how it shapes recruitment in today's fast-paced digital environment.

Chapter 13 provides insight into 'Critical Thinking in Mitigating AI-Induced Managerial Decision-Making Loss in Africa.'

The chapter highlights that though AI offers numerous benefits, it also poses a significant risk of decision-making loss, particularly in regions like Africa.

Chapter 14 talks about 'AI Leveraged Knowledge Management Processes for Organizational Performance and Organizational Innovation in Service-based Companies'.

The chapter highlights that even though AI-enabled solutions have helped many organisations improve their operations and performance, challenges exist. Businesses struggle to feed both new and outdated information into the AI learning process, which is the underlying cause of these problems. Productivity and effectiveness are increased when AI technology is used in conjunction with knowledge management procedures, such as documenting and applying lessons learned from finished projects. The study also found that it is possible to compare the results of organisations that operate in optimal conditions and those that do not.

Thus, the main focus of this book is to contribute to a high-quality publication with distinctive insights and avenues of AI adoption for current scholars and readers. This book offers a great overview of the ways in which AI integration in HR functions can transform businesses and organise long-term competitive innovation.

Dr. Muskan Khan, Dr. Arpana Kumari, Dr. Danish Ather
and Dr. Vishal Jain

Chapter 1

Quantifying Employee Voices: A Study of Perception on the AI-Powered Chatbot

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Abstract

Purpose: This study focuses on the employees' attitudes towards Artificial Intelligence (AI)-based feedback-gathering mechanisms in a business setting to measure the attitudes and investigate the factors that may influence them.

Design/Methodology: Mixed method of research is used which consists of exploratory and analytical research. A structured questionnaire was used for data collection, and statistical tests were used for data analysis.

Findings: Key results include that males are more technologically literate than females, and no statistical differences were observed in the levels of trust in AI or the ease of navigation.

Research Limitations/Implications: The study is limited to the AI-powered Employee Chatbot. The findings indicate that the AI-powered system is effective in capturing feedback. Thus, the results contain recommendations for improving the effectiveness of the system.

Practical Implications: This study offers several suggestions which may help managers enhance the management of AI Systems in the organisations. According to Krejcie and Morgan's, when the employees are trained on how to interact with the AI systems the user acceptance is enhancing the performance of the systems.

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Social Implications: This study helps to design for and launch certain digital-skill development programmes to start society to have an equal chance to benefit from the value addition AI tools.

Originality/Value: This study fills the prevailing literature gap on the role of AI in the corporate Indian sector specifically concerning the employee's view on the AI feedback system and contributes to the discussion on AI use in the Human Resource Management (HRM) context.

Keywords: AI Chatbot; trust in AI; employee perception; technological literacy; digital workplace; employee voice

Introduction

Artificial Intelligence (AI) in corporate has therefore come to revolutionise and change most activities of firms and companies including Human Resource Management (HRM). AI has been on the increase in organisations in the recent past, and therefore, the application of AI in HR functions has become an area of interest. HRM can assist the organisation in the management of such functions as decision-making and in turn the success of the organisation. The research questions of this study are derived from the study objectives and they are: Describe how the employees may perceive an AI-based feedback collection system in any business organisation, what could lead the employees to have a shift in perception of the feedback system based on AI? This chapter aims to analyse to what extent the AI-based feedback collection system is effective. Hence, the organisations can enhance the performance of the AI system and in the process enhance the results in the area of acceptance and satisfaction of the employees.

On the part of the management of people in organisations, AI has not been left behind and has been on the upsurge in the recent past. Some of the examples of the HRM practices that are being changed by the integration of AI are: recruitment, performance appraisal and feedback. The ability of the AI to process big amounts of data compiles the same and presents them to the Human Resources (HR) departments in a short time and the formulation and flexibility of strategies for each employee enhance decision-making in the organisation. Thus, the change in the usage of AI in HR practices requires the establishment of factors that may help the employees to embrace and have confidence in the application of the technology.

The foremost research questions of this study are as follows: In short, how do the employees regard the application of the AI-based feedback system? In what ways is it possible to change people's attitudes? In what measure does the system achieve the objectives that have been set for it? The perceptions of the employees on the AI systems are: the skills in technology, the readiness to change, the ease of use of the systems and the feedback received. Finally, the current research seeks to identify the factors that affect the uptake of AI in HR applications and the level of trust that the employees give to the same.

In this chapter, the authors extend the literature on the use of AI in HRM by exploring the perceptual and organisational consequences of using AI-based feedback tools in India. By implication, this study can be useful to HR practitioners and policymakers to enhance the application of AI technologies in the HR division.

Literature Review

AI is currently employed in a variety of aspects of HRM and has influenced the functioning of organisations in feedback and selection. AI in HRM can be defined as the practical application of machine learning and computer engineering in coming up with more flexible work arrangements through the use of large amounts of data. The integration of human and AI is a very good proposition for job seekers, employees and companies because it will help organisations to have a better perception of their consumers and use suitable sales strategies (Rahmani & Kamberaj, 2021). The application of AI that mimics the human brain is that it can work on data collected and produce a decision that is more complex than the data analysed to arrive at the decision.

However, there are certain issues that it is possible to note concerning the application of AI in the development of HRM strategies. It might be due to an incorrect evaluation of the possible outcomes of using Chabots, particularly in the context of recruitment (Tuffaha et al., 2022). In the Indian market, the high level of education of Chabot's is emphasised to perform the tasks that are usually performed by people. In the article of Andreas (2024), the author describes the issue of ethical consideration in the use of machine-based chat technologies and recommends forgetting prejudice and turning our attention to the language issue. In university recruitment, AI solves the challenges of the Data Protection Act and the challenges that come with it in the implementation of natural language processing (NLP) and prediction (Nyathani, 2022).

The improvement of AI is changing organisational growth by enhancing the exchange of information through Chabots and NLP (Majumder & Mondal, 2021). The prior research shows that AI feedback improves the performance of employees and their commitment to the organisation under the guidance of transformational leadership (Wijayati et al., 2022). However, the present HR management practices may not be adequate for the new generation of the digitally integrated workforce. As part of digital transformation, AI Chabots can enhance employee engagement through factors such as trust and perceived usefulness (Nimmagadda et al., 2024).

AI-based Employee Experience (EEX) Chabots transform interpersonal relationships in organisations; therefore, they have positive and negative effects on adoption based on the behavioural theory of Pillai et al. (2024). Relations between employers and employees are crucial to organisations. While the application of AI in HRM is still in its infancy, it has been seen to augur well with trust and organisational morale (Dutta & Mishra, 2021). The COVID-19 outbreak has

stressed employees at the workplace; therefore, AI assists in communicating with employees working from home (Mer & Srivastava, 2022).

AI Chabots also assist in the management of communication in remote work which is a critical issue of concern between the HR department and the employees (Nimmagadda et al., 2024). Not all employees prefer to communicate with their colleagues or managers face to face; therefore, the combination of technology and interpersonal communication is always appropriate. To ensure that workplaces become more employment-friendly, there is a need for organisations to describe growth opportunities and promote the right of employees because conventional engagement surveys are not enough (Veshne & Jamnani, 2024). The Engy Chatbot helps in enhancing the relations between the employees and their supervisors but satisfaction is not the same as that of the senior staff (Rozenberg, 2022).

For instance, in online shopping, the use of the AI Chatbot reduces the waiting time, therefore, increasing the satisfaction of the customers (Ruan & Mezei, 2022).

Chabot's are mainly applied for the screening of candidates and training to ascertain how much information and skills a candidate has grasped (Venusamy et al., 2020). The reactions of the employees who interact with AI Chabots are a function of the design, the context of use of the Chatbot and the specific implementation of the Chatbot (Gkinko & Elbanna, 2022). Another ethical issue that arises when organisations integrate AI into their systems, particularly through the use of Chabots, is that of fairness and bias (Wang et al., 2023).

This is the reason why the utilisation of AI in the area of HRM is still relatively new and the volume of the literature is quite small. However, the literature has identified some cause areas such as process optimisation and the morale of employees (Budhwar et al., 2022). Future research should be focused on the ethical concerns and the guidelines that have to be followed in the improvement of the application of AI in HR functions (Ganatra & Pandya, 2023).

The perspective of the AI influence on HRM practices remains on the agenda of further research, and it offers positive prospects to enhance the organisational effectiveness and the level of employee satisfaction (Sanyaolu & Atsaboghena, 2022).

Besides enhancing the techniques of recruitment and feedback, AI has affected employee turnover and motivation. Virtual assistance and Chabots are a source of positive organisational climates because they do not hide information or deceive. These technologies can be used for improving interdepartmental communication, solving conflicts and giving required support to employees at the right time; this leads to morale and productivity improvement (Mukherjee & Agrawal, 2021). This means that AI can analyse the information about the employees and the probable factors that can lead to turnover, which enables the HR managers to avoid the causes of turnover and thus raise the retention rates. Moreover, the application of AI in the delivery of tailored training and development programs, health enhancement programs and other interventions enhances the organisational culture (Dutta et al., 2023).

AI is also applied in the management of HR in the workplace, for example, in the matter of the new flexible working hours known as hybrid working hours which have become common during the COVID-19 pandemic. The use of these AI tools helps one to work from home but at the same time work in an office

environment because the technological tools that support virtual teamwork and feedback are available. However, it is also crucial to note that flexibility is one of the most critical factors that contribute to the level of employee engagement and motivation in the context of change.

The advancements made in AI analytics assist the HR departments in tracking the output and the interest of the employees and thereby assist the transformation process (Tyagi & Pandita, 2022). While businesses are still in the process of experimenting with the best approach and how to adapt to the new reality, as well as the new model of work and how to manage it, AI can be used as a tool that may improve the work process and the experience of the employees. This in turn calls for that there has to be frequent development of new AI solutions to be used in the workplace today and in the future (Majumder & Mondal, 2021).

Hypothesis

To achieve the objectives of the study, five research questions were formulated out of which five research hypotheses were developed to analyse various characteristics of the AI-based feedback system and its impact on the employees.

The foremost research question of the research was to examine the difference between males and females in as far as their comfort level is concerned with the use of digital tools and technologies. The research questions were formulated in the null hypothesis (H₀); thus, there is no correlation between gender and comfort with digital tools and technology.

The second hypothesis was that there would be a gender difference in the confidence of the anonymity of the AI feedback. The null hypothesis of the study is that gender does not influence the level of trust in the use of AI for confidential feedbacks.

The third research question was: Gender will not be a factor in the level of navigation ease in the AI-based feedback system among the male and female participants. The null hypothesis of the study was there is no difference between the male and female in the ease of navigation of the AI feedback system.

The fourth hypothesis was thus on the total effect of the feedback system on the level of employees' trust in the feedback process. The null and the alternative hypotheses used in the study were as follows: research question: How much trust do employees have prior to the introduction of the AI feedback system, and how much trust do they have after the introduction of the AI feedback system?

The fifth hypothesis was on the feedback during the course of employment. The null hypothesis that was expected to be accepted on the basis of the evidence was that there is no difference between the two groups in as far as feedback utilisation is concerned during their employment tenure.

Research Gap

Although many papers describe the benefits of applying the Chabots and feedback systems based on AI, little is known about the problems and challenges that

can affect the application of such systems in different organisations, especially in developing countries such as India. [Tuffaha et al. \(2022\)](#) and [Saxena and Mishra \(2023\)](#) describe some of the barriers such as cost, mindset and technological readiness; but the literature lacks a detailed analysis of these barriers in different cultural and economic settings.

Ethics of AI in the context of HRM and the problems of bias, transparency and fairness are still rather underdeveloped. In the paper by [N. B. Andreas \(2024\)](#), the author discusses biases in AI and ethical guidelines, yet the empirical literature on the implementation of the listed ethical principles and their impact on HRM is limited.

While [Rahmani and Kamberaj \(2021\)](#), [Nagpal \(2019\)](#) and [Nyathani \(2022\)](#) mention how people and AI can be combined, there are no studies that would expand on the identification of how best these two can be integrated to maximise output and the satisfaction of employees.

Regarding the demographic factors, there are only a few papers that explored the role of age, gender and experience in the willingness to engage AI and its efficacy in the sphere of HRM. In the work of [Rožman et al. \(2022\)](#), the authors noted that employees older than 55 are quite unsatisfied with the Chabots, however, more research needs to be done about the demographic aspects of AI technologies in the workplace.

Last but not least, research direction for future work in using new technologies such as augmented reality (AR) in the field of HRM as suggested by [Nimmagadda et al. \(2024\)](#) has to be established. Future studies should be conducted on the detailed area that can benefit from the application of AR in the HRM and the effect on the employees' engagement, training and how they can incorporate it with other AI in the process of HRM.

Methods and Materials

Research Methodology

The present research work is based on the quantitative research design in order to identify the perception of employees regarding the implementation of AI in capturing feedback in an organisation. The application of quantitative research methods in this case is appropriate because it gives the needed accurate, objective and generalisable information on the users of the innovations in the organisation, which are the employees.

Data Collection Methods

For data collection, self-completed questionnaires were used and distributed to the employees of the selected organisation through electronic means. The questionnaire was constructed with questions that were all multiple choice, based on a five-point Likert scale, which focused on feedback usage, organisational support, confidence in AI, ease of use, IT competence and openness.

Sampling

The population for this study was all the employees in the chosen corporate organisation and was put at 500 persons. According to [Krejcie and Morgan's \(1970\)](#) table for determining sample size, a sample of 217 is required from a population of 500 to achieve a 95% confidence level with a 5% error margin. To ensure a reasonable response rate and account for potential non-responses or incomplete questionnaires, a total of 220 respondents were targeted and successfully secured.

Data Analysis and Results

A statistical method for relating the means of two independent groups is the Independent Samples *T*-test, the most important test to establish or identify if there is a significant marginal difference between the two. In this study, we therefore have Gender as the independent variable and Technological Literacy as the dependent variable. The test enables one to know whether there exists a statistically significant difference in the comfort levels of females and males concerning the use of digital tools and technology.

The technological literacy mean scores of the male and female participants were analysed using this test. A statistically significant difference between the two groups was found by the analysis of the data, with a *t*-value of 3.40 and a *p*-value of 0.001. This suggests that the difference is not the result of chance.

These data show the technological literacy of each participant, broken down into male (95) and female (125). The mean scores for both males (21.5263) and females (21.4080) are also close to each other, indicating that on average, the level of technological literacy between male and female respondents is similar. The standard deviation (indicating the spread of scores within each group) is close for both genders at males = 2.56342 and females 2.54665, indicating that there are similar degrees of variability in scores around their mean values. The standard error of the mean is also a bit higher for males (0.26300) than females (0.22778).

[Fig. 1.1](#) also explains the normality of the model.

The significance of this conclusion is the following. Digital competence, which is the knowledge and skills required to engage with Information Technology, is vital when engaging with AI systems. The fact that males in this sample have higher technological literacy than females may suggest that they are more likely to be able to take advantage of the AI feedback system. This enhanced competence can lead to a better consideration of the system and thus more positive experience when using the system.

[Table 1.1](#) sought to compare the level of participants' trust in the AI-powered feedback system between male and female participants using the *t*-test. There was not a marked variation observed with regard to the pattern of response given during this study. This is an indication that the gender of the users does not in any way influence the level of trust the users have on the system. This means that regardless of gender, the subjects have equal trust in the AI feedback system.

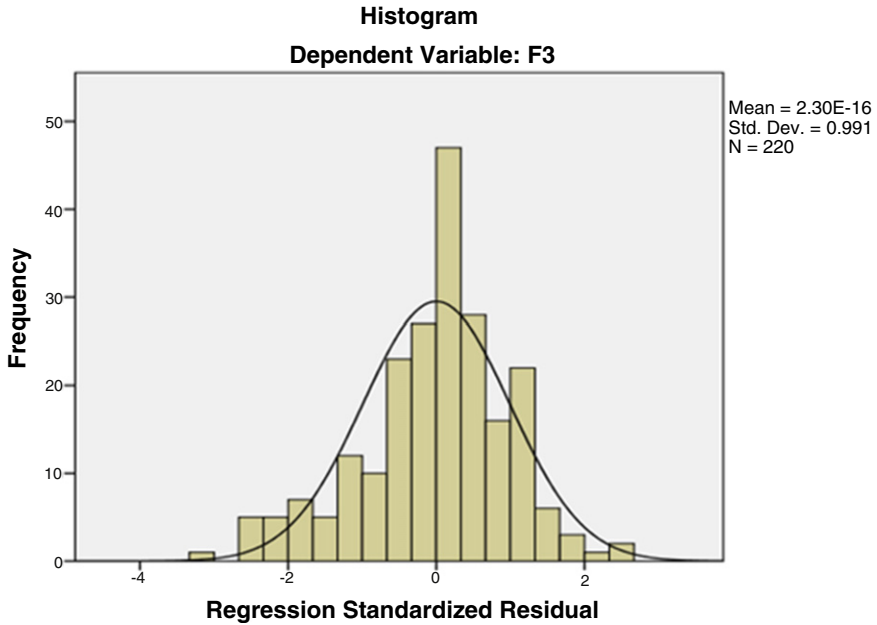


Fig. 1.1. Histogram: Multiple Linear Regression. *Source:* Created by authors.

This is true, but the fact remains that gender cannot be totally overlooked in this discourse even though it does not affect one’s trust in AI systems. The results of this research indicate that openness of the system and feedback management are important in the growth of trust. It is worthwhile to mention here that the factors seem to affect the male and the female participants equally.

Consequently, to compare the possible gender differences in this aspect, the study also conducted an additional *t*-test as presented in Table 1.2. The differences that were obtained in the present study did not reveal any statistically significant difference at 0. At 0.05 level ($t = 1.445, p > 0.05$); it also means that the two genders have the same perception of the system’s user interface and navigation.

This is because gender consideration makes it easy for male and female employees to interact with the AI system. This is important to ensure that one can get the best out of the system as well as ensure that the system is well embraced within the organisation. In such a case, users will be able to locate the system easily and will consult it frequently, using all the features offered by the system to the fullest extent possible to take full advantage of the benefits offered by the system and the quality of feedback provided.