
**A STUDY OF EMPLOYEES ATTITUDE TOWARDS
TRANSFORMATIVE AI IN HUMAN RESOURCE MANAGEMENT**

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ABSTRACT

This study examines employees' attitudes toward the use of Artificial Intelligence (AI) in Human Resource Management (HRM). It focuses on employees' perceptions of efficiency, fairness, transparency, and job security in AI-driven HR systems. The study finds that while employees recognize the benefits of AI such as improved accuracy and speed, they also have concerns about privacy, ethics, and reduced human interaction. Successful AI adoption in HRM requires employee trust, transparency, and proper training.

KEY WORDS: Artificial Intelligence in HRM, Employee Attitudes

INTRODUCTION

Artificial Intelligence (AI) is transforming Human Resource Management (HRM) by improving functions such as recruitment, performance management, and employee engagement through data-driven technologies. While AI increases efficiency and accuracy, employees have mixed attitudes—some see benefits like reduced workload and career growth, while others worry about job security, privacy, and reduced human interaction. Therefore, understanding employees' attitudes toward AI in HRM is important for successful adoption.

REVIEW OF LITERATURE

1. Pallavi Priya Silveira (2025) states that AI-driven educational platforms support cross-cultural HRM by improving global talent development. The study highlights ethical issues and digital gaps, and emphasizes the need for responsible and culturally sensitive AI use in HRM.
2. Samishetti Bharath (2025) explains that AI and robotics are changing employee roles and HR practices. The study highlights both job displacement and role transformation, and emphasizes the importance of HR in reskilling and upskilling employees to adapt to technological changes.

OBJECTIVES

- To identify factors influencing employee's acceptance or resistance to AI adoption in HR functions.
- To assess how transformative AI in HRM affects employee engagement and workplace satisfaction.

RESEARCH METHODOLOGY

This study adopts a systematic, descriptive, and analytical research approach to examine employees' attitudes towards the use of transformative Artificial Intelligence in Human Resource Management.

DATA COLLECTION

• PRIMARY DATA

It is collected directly from employees through a structured questionnaire designed to assess their attitudes towards AI in HR practices.

• SECONDARY DATA

It is collected from textbooks, academic journals, research papers, websites, and reports related to AI and HRM.

SAMPLE SIZE

The study uses the convenience sampling method, considering accessibility and time constraints. Employees from different age groups, departments, and job levels are included to ensure diverse responses.

LIMITATIONS OF THE STUDY

1. The research focuses only on employees’ perceptions and does not evaluate the technical effectiveness or accuracy of AI-based HR systems.
2. Limited availability of prior empirical studies on AI in HRM, especially in developing economies, may affect comparative analysis and depth of interpretation.

IMPORTANCE OF STUDYING EMPLOYEE ATTITUDES

Employees are the primary users and subjects of HR technologies. Their perceptions determine whether AI tools are effectively used or resisted. Studying their attitudes helps organizations design better implementation strategies, provide appropriate training, and ensure ethical and transparent use of AI. It also enables policymakers and HR leaders to balance technological innovation with employee well-being.

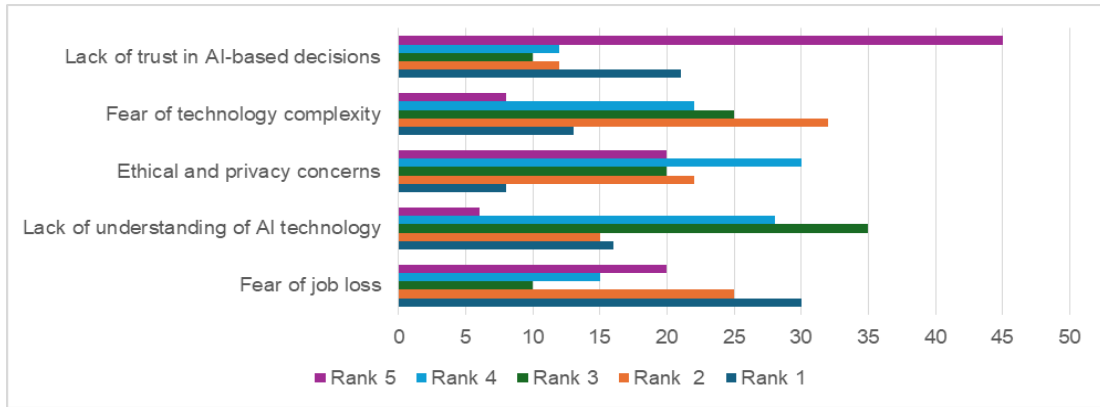
RANK ANALYSIS

RANKING OF FACTORS INFLUENCING RESISTANCE TO AI IN HUMAN RESOURCES MANAGEMENT

S.NO	FACTORS	RANK 1	RANK 2	RANK 3	RANK 4	RANK 5	TOTAL	WEIGHTED AVERAGE	RANK
1	Fear of job loss	30 (30)	50 (25)	30 (10)	60 (15)	100 (20)	270	2.7	I
2	Lack of understanding of AI technology	16 (16)	30 (15)	105 (35)	112 (28)	30 (6)	293	2.9	III
3	Ethical and privacy concerns	8 (8)	44 (22)	60 (20)	120 (30)	100 (20)	332	3.3	IV
4	Fear of technology complexity	13 (13)	64 (32)	75 (25)	88 (22)	40 (8)	280	2.8	II
5	Lack of trust in AI-based decisions.	21 (21)	24 (12)	30 (10)	48 (12)	225 (45)	348	3.5	V

INTERPRETATION

The table shows that loss of job is the main factor causing resistance to AI in HRM. Other factors include lack of use, ethical concerns, technology-related issues, and decision-related problems. This indicates that employees mainly fear job security compared to other concerns. The rankings highlight that tangible economic concerns outweigh abstract ethical or technological barriers among respondents.



FINDINGS

- Majority of the respondents show a positive attitude toward AI-supported HR services and their effectiveness.
- Majority of the respondents ranked Loss of job as Rank I (average 2.7)
- Majority of the respondents ranked Loss of job as Rank I (average 2.7).

SUGGESTIONS

- Organizations should provide AI training programs to improve employees’ understanding and reduce fear of job loss.
- Companies should ensure transparent and explainable AI systems in HR processes to build employee trust and fairness.

CONCLUSION:

The study shows that employees have mixed attitudes toward AI in HRM. While AI improves efficiency in HR functions, employees still have concerns about job security, bias, and privacy. Therefore, organizations should ensure proper training, transparency, and a balance between AI technology and human judgment.

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