

# **A STUDY ON THE TECHNOLOGY IN HUMAN RESOURCE MANAGEMENT IN IT INDUSTRIES**

Submitted in partial fulfillment of the requirement for the reward of

**Bachelor Of Commerce**

**BHARADWAJ.S**

**39740069**



**DEPARTMENT OF BUSINESS ADMINISTRATION  
SCHOOL OF MANAGEMENT STUDIES**

**SATHYABAMA**

**INSTITUTE OF SCIENCE AND TECHNOLOGY  
(DEEMED TO BE UNIVERSITY)**

**Accredited with Grade “A” by NAAC | 12B Status by UGC | Approved by AICTE**

**JEPPIAAR NAGAR, RAJIV GANDHI SALAI, CHENNAI - 600 119**

**MARCH 2022**



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www.sathyabama.ac.in**

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## **SCHOOL OF MANAGEMENT STUDIES**

### **BONA FIDE CERTIFICATE**

This is to certify that this Project Report is the bonafide work of BHARADWAJ.S (39740069) who has done the Project work entitled **A STUDY ON THE TECHNOLOGY IN HUMAN RESOURCE MANAGEMENT IN IT INDUSTRIES** under my supervision from December 2021 to February 2022.

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**Submitted for Viva-voce Examination held on \_\_\_\_\_**

**Internal Examiner**

**External Examine**

## **DECLARATION**

I **BHARADWAJ.S (39740069)**. Hereby declare that the Project Report entitled “**A STUDY ON THE TECHNOLOGY IN HUMAN RESOURCE MANAGEMENT IN IT INDUSTRIES**” was done by me under the guidance of Dr. KUMAR.N, M.A., M.Phil., M.B.A., Ph.D. Assistance Professor School of Management Studies is submitted in partial fulfillment of the requirements for the award of Bachelor of Commerce degree.

**DATE:**

**PLACE: CHENNAI**

**BHARADWAJ.S**

**SIGNATURE OF THE CANDIDATE**

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I am pleased to acknowledge my sincere thanks to the Board of Management of **SATHYABAMA** for their kind encouragement in doing this project and for completing it successfully. I am grateful to them.

I convey my thanks to **Dr. Bhuvaneshwari.G, MBA., Ph.D., Dean - School of Management Studies** and **Dr. Palani.A, M.Com., M.Phil., M.B.A., Ph.D., Head, School Of Management Studies** for providing me necessary support and details at the right time during the progressive reviews.

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**BHARADWAJ S**

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## **ABSTRACT**

Technology has become an indispensable part of contemporary world while human resource management globally has equally being affected in a number of ways through its adoption and application. The impact of technology on Human Resource Management can be profound. Internet and intranet revolution have changed the way business is carried out worldwide. Consequently rapid technological change helps the key stakeholders in the growth and efficiency of the organizations in the long run. The present study focuses on how far technology impacts on different functions of human resource management.

### **KEYWORDS:**

- HR: Human Resource
- AI: Artificial Intelligence
- IT: Information Technology
- HRM: Human Resource Management

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## **CHAPTER-1**

### **1.1 INTRODUCTION:**

Technology advancement is one of the powerful driving forces. The technology and digital business communications improvements have changed various organizational activities. The way that organizations perform their task is currently associated to contemporary concepts such as digital business, e-commerce, customer relationship management, human resource management etc. Digital business services are being considered as pertinent and prominent parts of the organization. New technologies allow training to occur at any time and any place which includes the use of computers, software, internet, e-mail, telecommunications, CD-ROMs and DVDs for a wide variety of applications.

The internet and web allow employees to send and receive information as well as to locate and gather resources, including software, reports, photos and videos. The internet gives employees instant access to experts whom they can communicate with and to new newsgroups, which are bulletin boards dedicated to specific areas of interest, where employees can read post and respond to messages and articles.

HR practices and performances are significantly important to the firms' competitive advantages in the knowledge-based economy which is changing rapidly. HR strategy, practices, and policies can be implemented by the use of e-HRM. Therefore, HR activities are supported by the e-HRM technology to fulfill the organization's HR requirements through the web-technology-based channels. By the use of e-HRM, a portal enable employees, HR professionals, and managers to observe, analyze, and alter information which is related to HR managing in the organization.

Cheapest and fastest way to make HR activities available is self-service e-HRM characteristics but the investment to be made HRM kind of technologies is high. Hence, there is the most noteworthy question, whether the promise outcomes are achieved or not. It has been shown in the literature that there are as many benefits as pitfalls to implementing electronic human resource management applications. According to the HRM performance relationship which was put forward by Boselie, Paauwe, there is a significant relationship between HRM activities, HRM outcomes, and performances.

Technology has greatly altered the structure and operation of all industries. Use of technology is almost needed in every department. Human resource management has experienced un precedent levels of change due to technology.

The importance of HR has become too obvious because of complex and uncertain environment. Therefore organizations need to bring more furtherance in HR department due to globalization, technological advancements and competition etc. Now firms are operating and expanding their business across the globe and firms are facing diverse cultures and values of people which they bring with themselves in the workplace.

Indeed, in present days, we are acknowledging that technological innovations replacing human in HR. The world business emerged with algorithms, talent analytics and predictive behavior technologies having a significant impact on HR. However, what about other side of the coin is that HR is art because as its heart and also embedded with people. The organizational data will be analytics via algorithms, technologies are the new tools helps the data of the organization more effectively, efficiently and scalable. These data is very useful to drive business solutions, facilitate insights to the workforce, forecast the future requirements and it is very helpful to quickly match talent need and measure traits and results critical to an organization success in competitive edge.

Previous versions of HR technologies providers designing applications keeping aim to cater to enable technologies to learn and develop, collaborate, share feedback, steer their career. But now the aim to streamline HR administration, improve record keeping and help redesign HR processes. In the business environment digital technologies are transforming every aspect of HR from sourcing & recruitment of talent workforce, performance management and compensation management. The author intensified that it is need to study technology inference in HR in particular.

## **1.2 BACKGROUND OF PROBLEM:**

There are, at least, three main reasons for HRM's needs for IT: IT's powerful capability in accelerating processing, in handling complexity of all HRM issues (for example, legislatures reporting requirements), and in measuring the performances HRM practices need to learn and track. The researcher takes particular interest in the last reason because stresses that measurement plays a central role in our business system not only by evaluating performance, but also by "providing a frame of reference that helps management carry out several important responsibilities" (which includes: communicate performance expectations in objective quantitative terms, make outcomes more easily understood, compare to standard and/or benchmarks, identify performance gaps, support resource allocation decisions, and recognize and reward performance).

Same rule applies to the performances of HRM: HRM practice can only earn managing power of a more significant level by proving it with quantifiable results delivered. Yet, it was not until 1984 that the American Society for Personnel Administration (the predecessor to Society for Human Resources Management), started developing the "professional standards along the line of generally accepted accounting principles" to measure the performances of HRM. It is widely accepted that there should be two essential dimensions of the HRM performances: the technical HRM which includes the delivery of HRM basics, and the strategic HRM which involves delivering those services to directly support the organizational performances.

In conclusion, debates over the misalignment between the HRM and IT have never ceased. This is arisen from the doubt of its actual effect on helping HRM practices perform, and the main arguments are centered on what function (HRM or IT) leads what (IT or HRM). In addition, scholars have expressed concern over the dysfunctional and unintended consequences of the HRM-related technology, for instance, the "digital divide", and the potential of invaded privacy etc. HRM practitioners are encouraged to fix the HRM-and-IT misalignment by focusing more on IT management issues, and to establish and maintain a truly exceptional relationship between the HRM and IT. It is the researcher's wish and academic ambition to provide more insights and better understanding to this aspect with this study.

### **1.3 ELECTRONIC HUMAN RESOURCE MANAGEMENT:**

The literature on e-HRM illustrate that the three important goals of e-HRM are improving HR services, cost reduction, and improving strategic orientation. Moreover, four seemingly pressures are mentioned in the following but use of IT may enable the companies to overcome these pressures. Cost managing in HR department is one of this pressures which should be managed in a best way. Firstly, HRM department has to focus on strategic questions. Secondly, flexibility in terms of practices and policy making is necessary for this department. Thirdly, HRM department should be aware of the costs and works as efficient as possible. Finally, being service-oriented towards employee and management is the last important mentioned pressure.

According to pervious related human resource management and strategy researches, the connection between human resource management, firm's strategy and performances were explored. Firstly, the human resource role in creating firms' competitive advantages was exemplified based on relevant literature review. Their multi-level model showed the effects of human resource management on the organizational and individual factors on organization's strategy. The HR services within organizations have been transformed by Human resource information analytics and systems. There are limited researches which are related to the selection, application, managerial and it is due to complexity of HR and its different rules. Therefore, the study was conducted in 2012 in order to provide a framework that describes the decision characteristics, data need, and HR metrics to decision making, and different levels of HR activity. A number of research propositions and model implications were provided.

## 1.4 BASIS OF STUDY:

➤ **WHY:**

On one level, the use of technology has been shown to lead to faster, more accurate and more efficient processes, and reduced HR costs. Technology can also be used to provide HR information and to enable managers and employees to perform simple HR tasks themselves.

➤ **WHERE:**

In Velachery, (Chennai) location.

➤ **WHEN:**

The problem arises during today's scenario.

➤ **WHO:**

My target is both men and women in the age group [18-60]

➤ **HOW:**

I found this problem during the current scenario.

➤ **HOW MUCH:**

I will take a minimum of 60 samples and a maximum of 100 samples.

➤ **AREA OF INDUSTRY:**

An online questionnaire was developed to collect the required data in the most efficient manner possible. The questionnaire was distributed via electronic mail to the potential participants.

➤ **SAMPLE SIZE:**

It comprises 70-100 respondents from overall Chennai, spread across various socio-demographic profiles.

➤ **SAMPLING DESIGN:**

A random sampling method was adopted to draw the sample respondents for the study. Random sampling means each individual element in the universe has an equal chance of being chosen.

## **1.5 NEED FOR THE STUDY**

- Human resource management is an important role in an organization.
- Technology development has developed to a greater extent in every field.
- To study what kind of impact does technology has on human resource management.
- The data acquired from the questionnaire is imperative to our studies at the same time it does not give a full onset of the view of the people and is obtained from a close but approximate reliable sample.

## **1.6 SCOPE OF THE STUDY**

- This study helps to know the impact of technology over human resource management.
- This study helps to know the respondent knowledge in technology.

## **1.7 OBJECTIVE OF THE STUDY:**

### **Primary Objective:**

- To study on the impact of technology in human resource management in IT industries.

### **Secondary Objectives:**

- To study the influence of technology and recruitment.
- To analyze the influence of technology and training & development.
- To identify the influence of technology and organizational development.

## CHAPTER 2

### REVIEW OF LITERATURE

#### 2.1 REVIEW OF LITERATURE:

**(Kamal, Ashish Kumar 2013)** Information technology as a structural factors and instrument transforms architect of organizations, business processes and communication has increasingly integrated into HR management. While IT has impacts on HR at the same time managers, employees, customers and suppliers increase their expectancies for HR functions. IT is expected to improve the performance of HRM by shifting its focus from administration or personnel management to strategic HRM.

**(Sanchita C. Banerji 2013)** IT and its wide range of applications have not only impacted their operations but also have made their presence greatly felt in every sphere of management. The biggest challenge faced by the organization is the adoption and acceptance of these technologies as the re-designing and re-engineering of the HR functions is very critical for the systematic and effective functioning of the various functions. Development of a proper managerial climate is crucial for innovative and knowledge based organizations. The accurate merger of functionality and reporting devices can only lead to the smooth and effective functioning of the organizational functions.

**(Adewoye J.O., Obasan Kehinde A 2015)** A observed that adoption of IT in the Nigerian banking sector has largely impacted HRM activities. The research is compiled by primary data with a structured questionnaire. The activities such as efficiency of HR management activities and processes, employee communication and engagement and role and skills of HR managers has a significant increase in the efficiency of HR management activities and process after the adoption and continuous upgrade in the use of IT.

**(Prof. Gaurang V. Purohit 2015)** Technology has changed the business world many times over. In the information age, the advent of computers and the internet has increased that impact significantly. Many businesses cannot even function without the use of computer technology. This impact is seen in nearly all areas of business, including human resources, where technology continues to have a significant impact on HR practices. Agility plays rich dividends and HR managers have an important role in creating a favorable work climate to

initiate and implement changes quickly with the help of growing technology. To remain competitive, most HR managers nowadays anticipate such cyclical changes in advance and initiate proactive steps that are less painful. In the long run, how effectively a company uses its human resources can have a dramatic impact on its ability to compete or survive in an increasingly competitive technological environment.

**(Ball 2005)** IT has brought a great evolution change to the Nigeria banking system, but proficient and effectual management of human capital management in the sector of the economy has progressed to an increasingly vital and complex process. The function of Human Resource Management department is generally administrative and common to almost all organizations but to lessen the manual workload of these administrative activities, banks began to electronically automate many of these processes by developing and introducing IT- oriented software applications which later led to the development of specialized Human Resource Management Systems (HRMS). As a result of this development, the use of information technology in HRM has grown considerably in recent years and there are now extensive applications across a wide range of HRM activities in the banking sector.

**(Nishad Nawaz 2014)** In the area of HR functions such as recruiting, training and performance management these functional areas have been changed via technology impact. In human resources has been significantly impacted by technology is in the area of recruiting. Before introduction of Internet, HR recruiters had to rely on print publications, such as newspapers, to post jobs and get prospects for open positions. Other methods such as networking also used, but HR recruiters did not have the ability to post a job in one or more locations and have millions of people see it all at once. In this era it is possible though technology has made recruiting more efficient and, in the hands of the right recruiter, more use very effectively to draw the best possible solutions.

**(Kashi, K. & Zheng, C., 2013)** The empirical research work explained that the human resource information systems is useful in HR processes and also acts as a strategic tool for organizational development. The technology acting as a enabler for perform the better and better through cloud based services, decision enabling analytics, borderless teams and real time talent management across the organization. The researchers used 332 job applications to measure the integrated technology acceptance model (TAM).

**(Anthony 2014)** In another function of training information technology makes it possible for human resources professionals to train new staff members in a more efficient manner. The ability to access company information and training programs from remote locations eliminates the need for trainers to work directly with new hires on all training programs. Some interaction will always be necessary on some level, of course, but training in virtual classrooms makes it possible for the HR professionals to train a large number of employees quickly and to assess their progress through computerized testing programs.

**(Nishad Nawaz and Channakeshavalu 2013)** Many vendors have going with built for the cloud and technology providers redefine HR functions. Even as ERP providers expand their HR product lines, a “third wave” of vendors is emerging with cloud-based talent solutions that are user-friendly, inexpensive to buy, and built for mobile devices from the start. These new vendors target a range of core HR activities, including payroll, recruiting, learning, and employee engagement, time entry and applicant tracking system. The explained the enterprise resource planning (ERP) systems implementation helpfulness in the business performance of the organization.

**(Adam Vaccaro and Tyagi 2014)** The recent recruiting technology works by collecting a bunch of potential recruits and chopping off those who don't meet certain qualifications, or don't use certain buzzwords in their resumes and cover letters of the applicants. Automating the Recruitment Processes acquiring the best talent involves the planning, sourcing, assessing, hiring and on-boarding of top talent and helps companies in implementing the best practices of recruitment and hiring the best talent available in the market. The automation of HR enhances the professional development of HR professionals in the organization.

## **CHAPTER 3**

### **RESEARCH METHODOLOGY**

#### **3.1 METHODOLOGY:**

Research methods are the techniques and tools by which you research a subject or a topic. Research methodology involves the learning of various techniques to conduct research and acquiring knowledge to perform tests, experiments, surveys, and critical analysis.

Research methodology simply refers to the practical “how” of any given piece of research. It’s about how a researcher systematically designs a study to ensure valid and reliable results that address the research aims and objectives.

#### **3.2 RESEARCH DESIGN:**

A research design is the arrangement of conditions for the collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy in procedure. This Research design applied for the study is ‘Descriptive Research’.

##### **3.2.1 Descriptive research design:**

Descriptive research aims to accurately and systematically describe a population, situation, or phenomenon. It can answer what, where, when, and how questions, but not why questions. A descriptive research design can use a wide variety of research methods to investigate one or more variables.

#### **3.3 SAMPLING TECHNIQUE:**

Sample design is the theoretical basis and the practice means by generalizing from characteristics of relatively few of the comprising population. It is the method by which the sample is chosen. Non-probability sampling is defined as a sampling technique in which the researcher selects samples based on the subjective judgment of the researcher rather than random selection. A convenience sample is a type of non-probability sampling method where the sample is taken from a group of people easy to contact or to reach.

### **3.4 SOURCES OF DATA:**

Sources of Data begin with figuring out what sort of data is needed, followed by the collection of a sample from a certain section of the population. Next, you have to utilize a certain tool to gather the data from the chosen sample. The two types of sources of data are Primary data: The Primary data for this study was collected through a questionnaire. Secondary data: Secondary data was collected from external sources like Websites, Journals, etc.

### **3.5 STRUCTURE OF THE QUESTIONNAIRE:**

The questionnaire follows a simple and basic layout. It is made easy for the participants to respond to the questionnaire without any delay or confusion. The set of questions and the answer options present in the questionnaire are predetermined and are constructed by myself based on general questions regarding the main topic.

### **3.6 SAMPLE SIZE:**

The sample size for the project had a target of 70-100 participants. The fixed target of the sampling size has been achieved as the total number of respondents for the survey questionnaire was 100. A total of 100 responses helped the project to analyze more responses and it helped to derive a conclusion recording people's perception towards a study of technology in human resource management and how they consider it.

### **3.7 PERIOD OF STUDY:**

This is one-time research where the research is conducted only for one-time and that the project is based on the responses derived from a definite period. The period of study for the project of about 60 days project is based on the responses collected from the participants in the 25 days.

### **3.8 PROFILE AREA OF THE STUDY:**

- My survey location is Chennai.
- My survey targeted people is both Men and Women at the age group of [18-60]

### 3.9 HYPOTHESIS:

- **H<sub>0</sub>1:** There is no relationship between technology and recruitment.
- **H<sub>1</sub>1:** There is a relationship between technology and recruitment.
- **H<sub>0</sub>2:** There is no relationship between technology and training and development.
- **H<sub>1</sub>2:** There is a relationship between technology and training and development.
- **H<sub>0</sub>3:** There is no relationship between technology and organizational performance.
- **H<sub>1</sub>3:** There is a relationship between technology and organizational performance.

### 3.10 STATISTICAL TOOLS:

#### ➤ **PERCENTAGE ANALYSIS:**

It refers to a special kind of rate; percentage is used in making a comparison between two or more series of data. A percentage is used to determine the relationship between the series.

$$\text{Percentage} = \text{No. of Respondents} \times 100$$

#### ➤ **ANOVA TEST:**

Analysis of variance (ANOVA) is a statistical technique that is used to check if the means of two or more groups are significantly different from each other. ANOVA checks the impact of one or more factors by comparing the means of different samples.

#### ➤ **CORRELATION TEST:**

Correlation is a statistical measure that expresses the extent to which two variables are linearly related (meaning they change together at a constant rate). It's a common tool for describing simple relationships without making a statement about cause and effect.

## CHAPTER 4

### DATA ANALYSIS AND INTERPRETATION

The following consist of the data analysis and interpretation of my questionnaire:

#### 4.1 PERCENTAGE ANALYSIS:

**Table No. 4.1:**

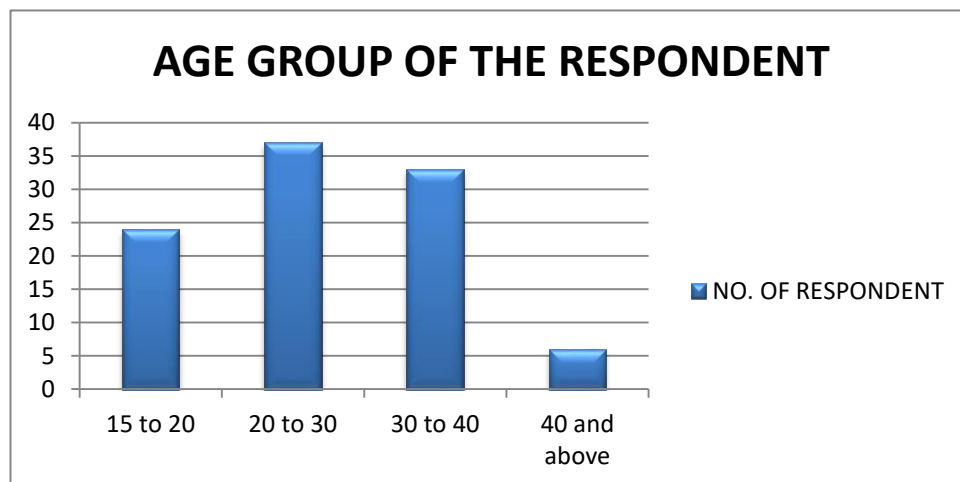
Age wise classification of the respondents.

| AGE          | NO. OF RESPONDENT | PERCENTAGE  |
|--------------|-------------------|-------------|
| 15 to 20     | 24                | 24%         |
| 20 to 30     | 37                | 37%         |
| 30 to 40     | 33                | 33%         |
| 40 and above | 6                 | 6%          |
| <b>TOTAL</b> | <b>100</b>        | <b>100%</b> |

**Table 4.1 Age group of the respondents**

#### **Interpretation:**

From the above table, it is interpreted that 24% of respondents are of age group 15 to 20, 37% of them belong to age group 20 to 30, 33% belong to the age Group 30 to 40 and 6% belong to the age group 40 and above.



**Fig 4.1 Age group of the respondents**

#### **Inference:**

A majority (37%) of the respondents of my questionnaire belong to the age group between 20 to 30.

**Table No. 4.2:**

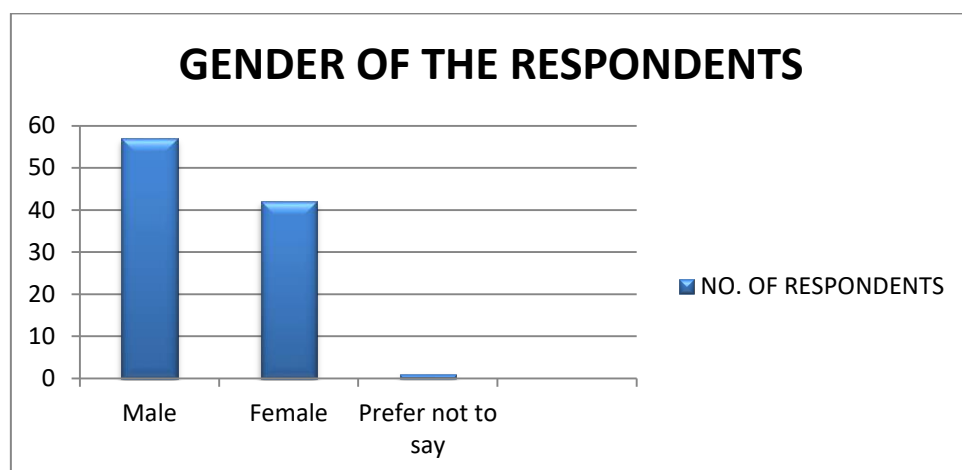
Gender wise classification of respondents.

| GENDER            | NO. OF RESPONDENTS | PERCENTAGE  |
|-------------------|--------------------|-------------|
| Male              | 57                 | 57%         |
| Female            | 42                 | 42%         |
| Prefer not to say | 1                  | 1%          |
| <b>TOTAL</b>      | <b>100</b>         | <b>100%</b> |

**Table 4.2 Gender wise classification of respondents**

**Interpretation:**

From the above table, it is interpreted that 57% of respondents are of Male category and 42% of them belong to Female category and 1% of them belong to the category prefer not to say.



**Fig 4.2 Gender wise classification of respondents**

**Inference:**

A majority (57%) of the respondents of my questionnaire are Male.

**Table No. 4.3:**

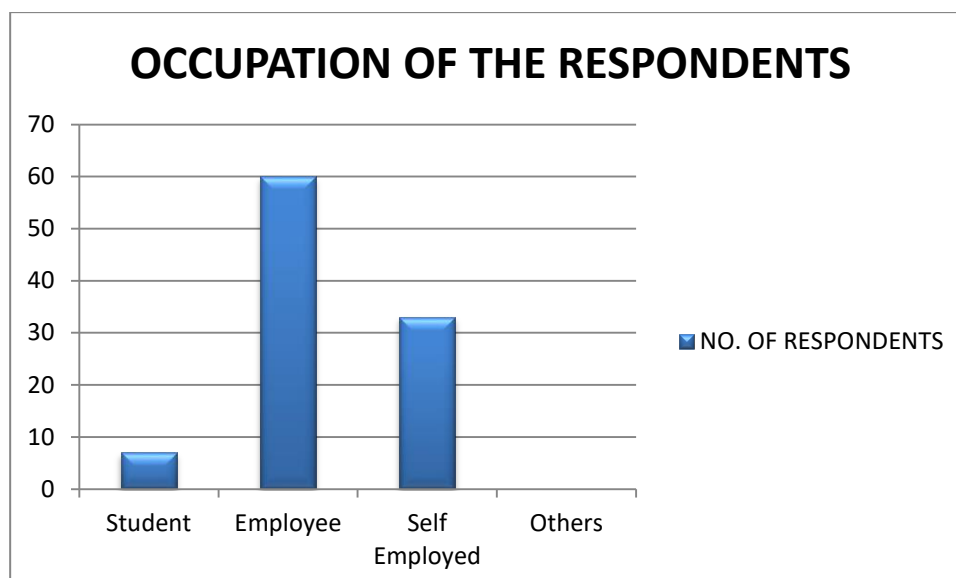
Occupation of the respondent.

| OCCUPATION    | NO. OF RESPONDENTS | PERCENTAGE  |
|---------------|--------------------|-------------|
| Student       | 7                  | 7%          |
| Employee      | 60                 | 60%         |
| Self Employed | 33                 | 33%         |
| Others        | 0                  | 0%          |
| <b>TOTAL</b>  | <b>100</b>         | <b>100%</b> |

**Table 4.3 Occupation of the respondent**

**Interpretation:**

From the above table, it can be interpreted that out of the option given 7% of respondents are students, 60% of respondents are employers, 33% of respondents are self-employers, 0% of the respondents are others.



**Fig 4.3 Occupation of the respondent**

**Inference:**

A majority (60%) of respondents are employers.

**TABLE No.4.4:**

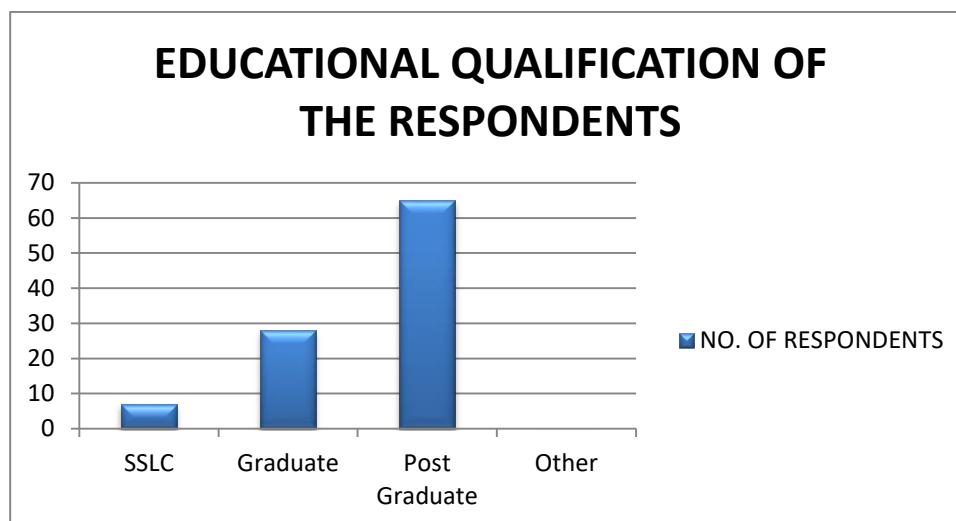
Educational Qualification of the respondents

| EDUCATIONAL QUALIFICATION | NO. OF RESPONDENTS | PERCENTAGE  |
|---------------------------|--------------------|-------------|
| SSLC                      | 7                  | 7%          |
| Graduate                  | 28                 | 28%         |
| Post Graduate             | 65                 | 65%         |
| Other                     | 0                  | 0%          |
| <b>TOTAL</b>              | <b>100</b>         | <b>100%</b> |

**Table 4.4 Educational Qualification of the respondents**

**Interpretation:**

From the above table, it is interpreted that 7% of the respondents are SSLC passed outs, 28% of the respondents are graduates, 65% of the respondents are post graduates and none of the respondents chosen others.



**Fig 4.4 Educational Qualification of the respondents**

**Inference:**

A majority (65%) of respondents of my questionnaire are Post Graduates.

**TABLE No.4.5:**

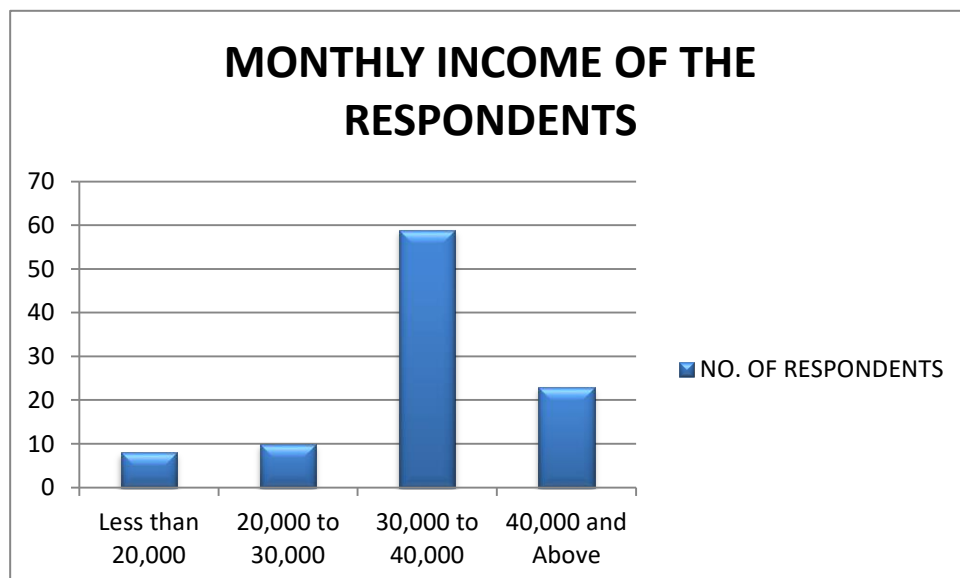
Monthly Income of the respondents

| MONTHLY INCOME   | NO. OF RESPONDENTS | PERCENTAGE  |
|------------------|--------------------|-------------|
| Less than 20,000 | 8                  | 8%          |
| 20,000 to 30,000 | 10                 | 10%         |
| 30,000 to 40,000 | 59                 | 59%         |
| 40,000 and Above | 23                 | 23%         |
| <b>TOTAL</b>     | <b>100</b>         | <b>100%</b> |

**Table 4.5 Monthly income of the respondents**

**Interpretation:**

From the above table, it is interpreted that 8% of the respondent's monthly income is less than 20,000, 10% of the respondent's monthly income is between 20,000 to 30,000, 59% of the respondent's monthly income is between 30,000 to 40,000 and 23% of the respondent's monthly income is above 40,000.



**Fig 4.5 Monthly income of the respondents**

**Inference:**

A majority (59%) of respondent's monthly income is between 30,000 to 40,000.

**TABLE No 4.6:**

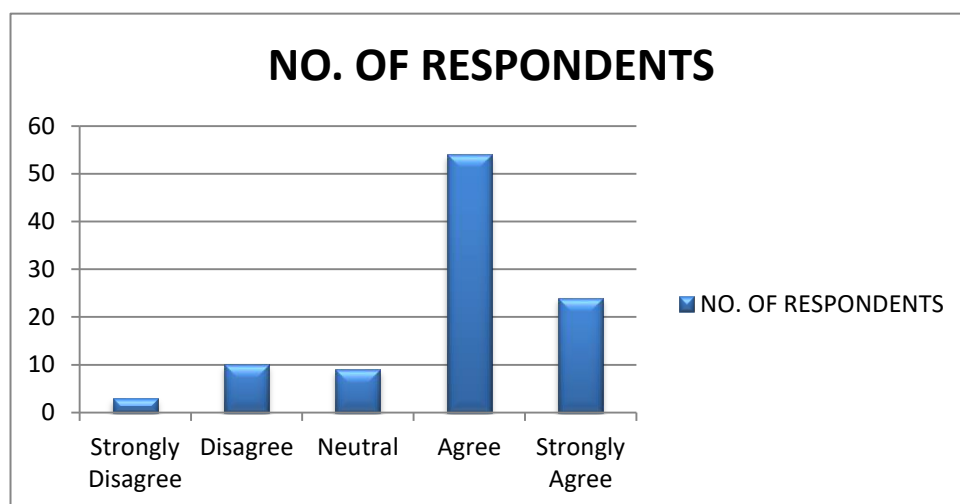
Introduction of Artificial Intelligence technology in human resource management is good.

| OPTIONS           | NO. OF RESPONDENTS | PERCENTAGE  |
|-------------------|--------------------|-------------|
| Strongly Disagree | 3                  | 3%          |
| Disagree          | 10                 | 10%         |
| Neutral           | 9                  | 9%          |
| Agree             | 54                 | 54%         |
| Strongly Agree    | 24                 | 24%         |
| <b>TOTAL</b>      | <b>100</b>         | <b>100%</b> |

***Table 4.6 Introduction of AI technology in Human resource management***

***Interpretation:***

From the above table, it is interpreted 3% of the respondents strongly disagree, 10% of the respondents disagree, 9% of the respondents are in a neutral state, 54% of the respondents agree and 24% of the respondents strongly agree to the question.



***Fig 4.6 Introduction of AI technology in Human resource management***

***Inference:***

A majority (54%) of respondents of my questionnaire Agreed.

**TABLE No 4.7:**

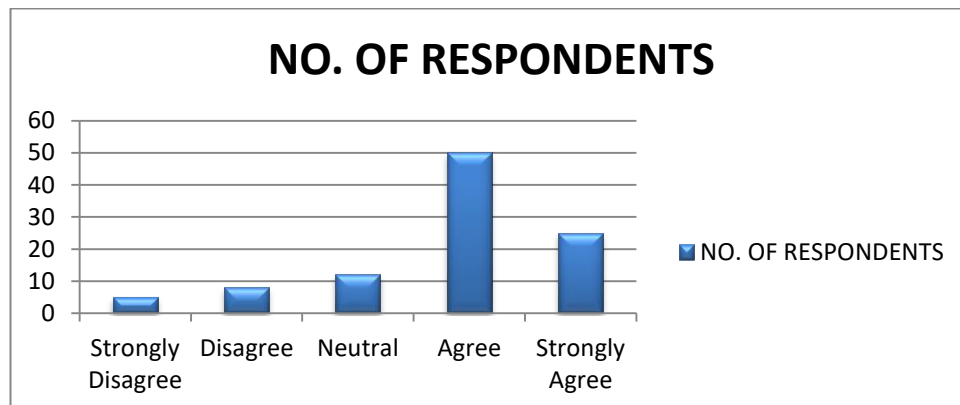
Will you consider yourself knowledgeable about the topic of artificial intelligence technology for the purpose of enhancing human resource function?

| OPTIONS           | NO. OF RESPONDENTS | PERCENTAGE  |
|-------------------|--------------------|-------------|
| Strongly Disagree | 5                  | 5%          |
| Disagree          | 8                  | 8%          |
| Neutral           | 12                 | 12%         |
| Agree             | 50                 | 50%         |
| Strongly Agree    | 25                 | 25%         |
| <b>TOTAL</b>      | <b>100</b>         | <b>100%</b> |

***Table 4.7 Technology for the purpose of enhancing human resource***

***Interpretation:***

From the above table, it is interpreted 5% of the respondents strongly disagree, 8% of the respondents disagree, 12% of the respondents are in a neutral state, 50% of the respondents agree and 25% of the respondents strongly agree to the question.



***Fig 4.7 Technology for the purpose of enhancing human resource***

***Inference:***

A majority (50%) of respondents of my questionnaire Agreed.

**TABLE No 4.8:**

Select the features you would you most like to see in an AI-powered HR application?

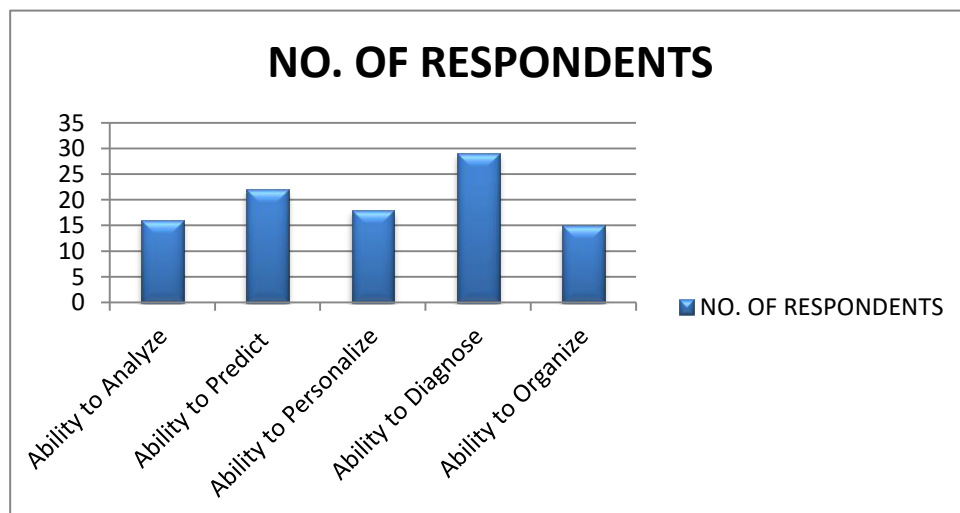
(Select up to 3)

| OPTIONS                | NO. OF RESPONDENTS | PERCENTAGE  |
|------------------------|--------------------|-------------|
| Ability to Analyze     | 16                 | 16%         |
| Ability to Predict     | 22                 | 22%         |
| Ability to Personalize | 18                 | 18%         |
| Ability to Diagnose    | 29                 | 29%         |
| Ability to Organize    | 15                 | 15%         |
| <b>TOTAL</b>           | <b>100</b>         | <b>100%</b> |

***Table 4.8 Features you would you most like to see in an  
AI-powered HR application***

***Interpretation:***

From the above table, it is interpreted that 16% of the respondents choose ability to analyze, 22% of the respondents choose ability to predict, 18% of the respondents choose ability to personalize, 29% of the respondents choose ability to diagnose and 15% of the respondents choose ability to organize.



***Fig 4.8 Features you would you most like to see in an  
AI-powered HR application***

***Inference:***

A majority (29%) of respondents choose ability to diagnose.

**TABLE No.4.9:**

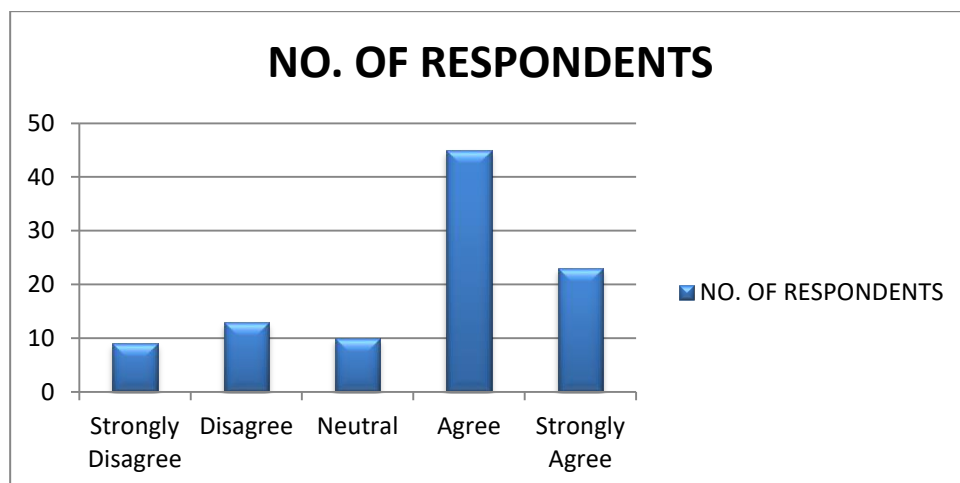
Using AI-based algorithms to scan work samples, resumes, and other materials presented by applicants improves the recruitment and selection process

| OPTIONS           | NO. OF RESPONDENTS | PERCENTAGE  |
|-------------------|--------------------|-------------|
| Strongly Disagree | 9                  | 9%          |
| Disagree          | 13                 | 13%         |
| Neutral           | 10                 | 10%         |
| Agree             | 45                 | 45%         |
| Strongly Agree    | 23                 | 23%         |
| <b>TOTAL</b>      | <b>100</b>         | <b>100%</b> |

***Table 4.9 AI based algorithms to scan work samples***

***Interpretation:***

From the above table, it is interpreted that 9% of the respondents strongly disagree, 13% of the respondents disagree, 10% of the respondents are in a neutral state, 45% of the respondents agree and 23% of the respondents strongly agree to the question.



***Fig 4.9 AI based algorithms to scan work samples***

***Inference:***

A majority (45%) of the respondents of my questionnaire agree.

**TABLE 4.10:**

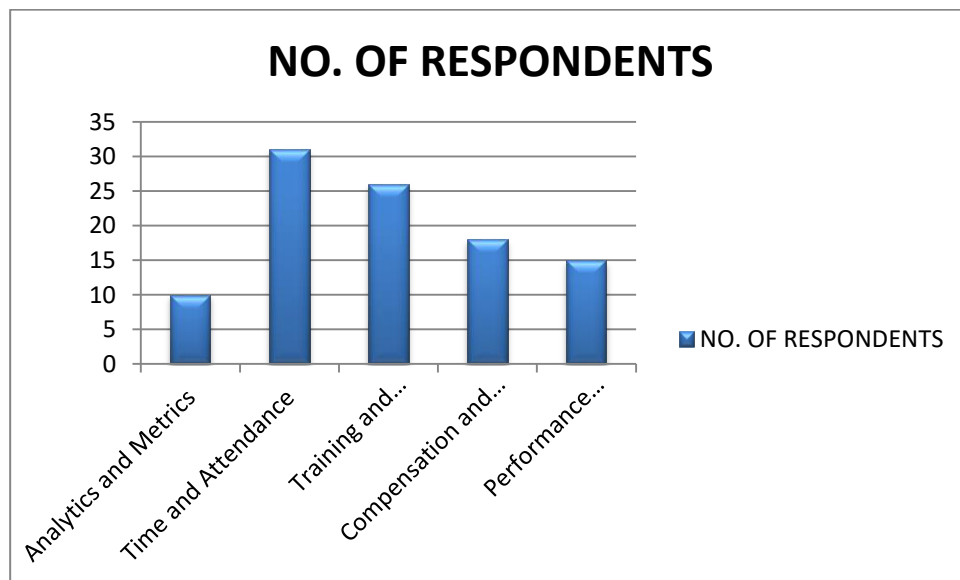
Select the areas where you think AI has the greatest potential to improve the HR function (select up to 3)

| OPTIONS                  | NO. OF RESPONDENTS | PERCENTAGE  |
|--------------------------|--------------------|-------------|
| Analytics and Metrics    | 10                 | 10%         |
| Time and Attendance      | 31                 | 31%         |
| Training and Development | 26                 | 26%         |
| Compensation and Payroll | 18                 | 18%         |
| Performance Management   | 15                 | 15%         |
| <b>TOTAL</b>             | <b>100</b>         | <b>100%</b> |

**Fig 4.10 Greatest potential to improve the HR function**

**Interpretation:**

From the above table, it is interpreted that 10% of the respondents choose analytics and metrics, 31% of the respondents choose time and attendance, 26% of the respondents choose training and development, 18% of the respondents choose compensation and payroll and 15% of the respondents choose performance management.



**Fig 4.10 Greatest potential to improve the HR function**

**Inference:**

A majority (31%) of respondents of my questionnaire has chosen training and development.

**TABLE No.4.11:**

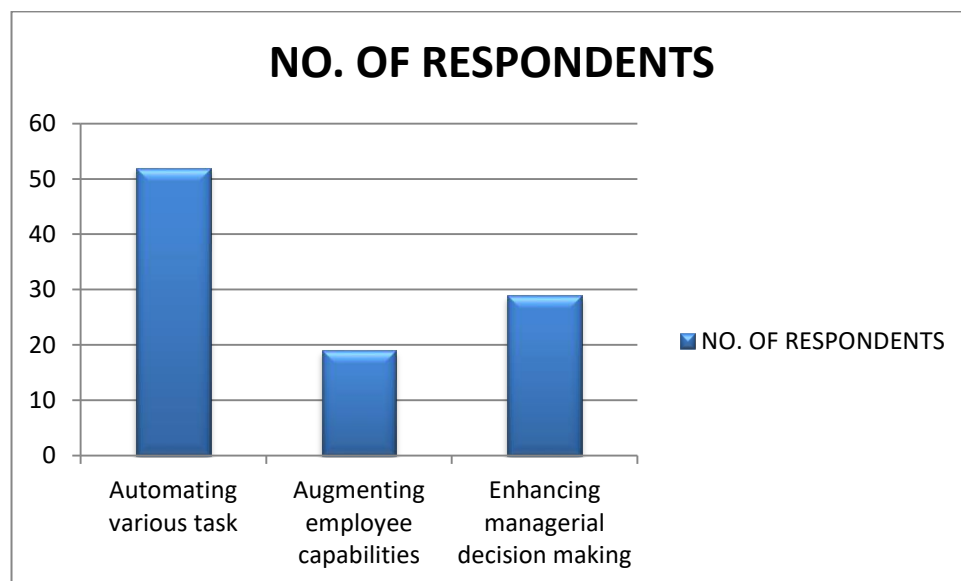
In an organization, to what degree will the following usages of AI become prevalent over the next years?

| OPTIONS                              | NO. OF RESPONDENTS | PERCENTAGE  |
|--------------------------------------|--------------------|-------------|
| Automating various task              | 52                 | 52%         |
| Augmenting employee capabilities     | 19                 | 19%         |
| Enhancing managerial decision making | 29                 | 29%         |
| <b>TOTAL</b>                         | <b>100</b>         | <b>100%</b> |

**Table 4.11 Usage AI become prevalent over the next years**

**Interpretation:**

From the above table, it is interpreted that 52% of the respondents choose automating various task, 19% of the respondents choose augmenting employee capabilities and 29% of the respondents choose enhancing managerial decision making.



**Fig 4.11 Usage AI become prevalent over the next years**

**Inference:**

A majority (52%) of respondents of my questionnaire has chosen automating various tasks.

**TABLE No.4.12:**

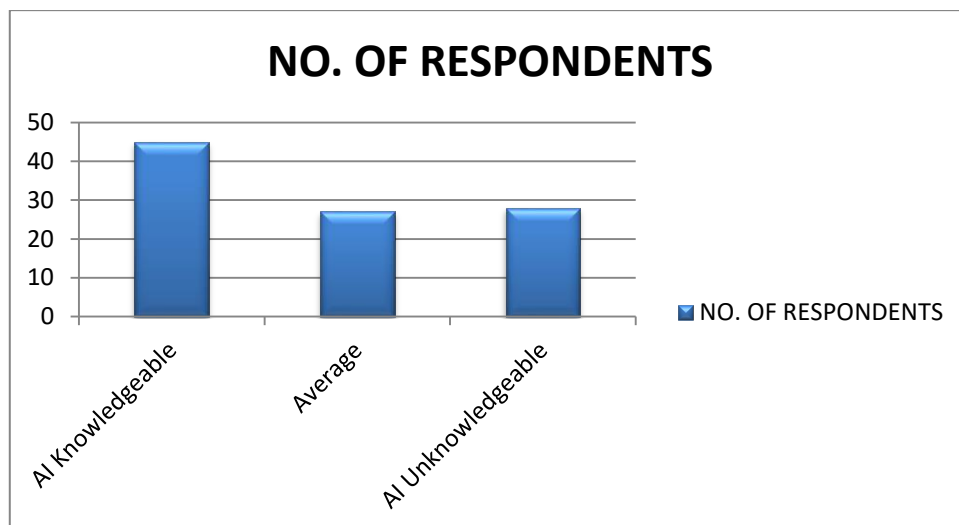
In an organization, to what degree will the following usages of AI become prevalent over the next years?

| OPTIONS            | NO. OF RESPONDENTS | PERCENTAGE  |
|--------------------|--------------------|-------------|
| AI Knowledgeable   | 45                 | 45%         |
| Average            | 27                 | 27%         |
| AI Unknowledgeable | 28                 | 28%         |
| <b>TOTAL</b>       | <b>100</b>         | <b>100%</b> |

***Table 4.12 AI become prevalent over the next years***

***Interpretation:***

From the above table, it is interpreted that 45% of the respondents are AI knowledgeable, 27% of the respondents are average about it and 28% of the respondents are AI unknowledgeable.



***Fig 4.12 AI become prevalent over the next years***

***Inference:***

A majority (45%) of respondents of my questionnaire are AI knowledgeable.

**TABLE No 4.13**

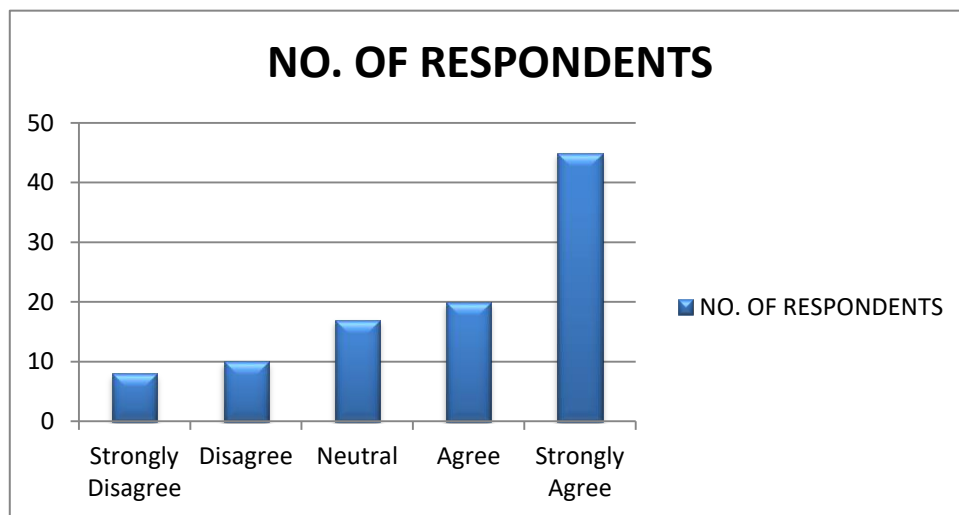
AI interfaces such as chat bots and virtual assistants will become an increasingly viable way for employees to get real-time answers to their HR-related questions.

| OPTIONS           | NO. OF RESPONDENTS | PERCENTAGE  |
|-------------------|--------------------|-------------|
| Strongly Disagree | 8                  | 8%          |
| Disagree          | 10                 | 10%         |
| Neutral           | 17                 | 17%         |
| Agree             | 20                 | 20%         |
| Strongly Agree    | 45                 | 45%         |
| <b>TOTAL</b>      | <b>100</b>         | <b>100%</b> |

***Table 4.13 AI interfaces such as chat bots and virtual assistants***

***Interpretation:***

From the above table, it is interpreted that 8% of the respondents strongly disagree, 10% of the respondents disagree, 17% of the respondents are in a neutral state, 20% of the respondents agree and 45% of the respondents strongly agree to the question.



***Fig 4.13 AI interfaces such as chat bots and virtual assistants***

***Inference:***

A majority (45%) of respondents of my questionnaire have strongly agreed.

**TABLE No 4.14:**

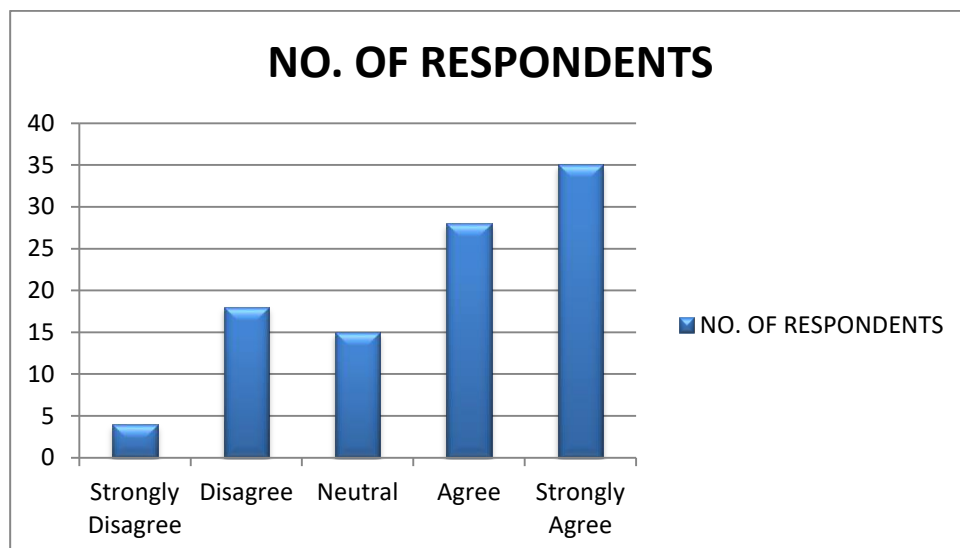
Employees will increasingly take direction from AIs that allocate and assign tasks to them (for example, by using automated project management software).

| OPTIONS           | NO. OF RESPONDENTS | PERCENTAGE  |
|-------------------|--------------------|-------------|
| Strongly Disagree | 4                  | 4%          |
| Disagree          | 18                 | 18%         |
| Neutral           | 15                 | 15%         |
| Agree             | 28                 | 28%         |
| Strongly Agree    | 35                 | 35%         |
| <b>TOTAL</b>      | <b>100</b>         | <b>100%</b> |

***Table 4.14 AI that allocate and assign tasks to them***

***Interpretation:***

From the above table, it is interpreted that 4% of the respondents strongly disagree, 18% of the respondents disagree, 15% of the respondents are in a neutral state, 28% of the respondents agree and 35% of the respondents strongly agree to the question.



***Fig 4.14 AI that allocate and assign tasks to them***

***Inference:***

A majority (35%) of respondents of my questionnaire have strongly agreed.

**TABLE No.4.15:**

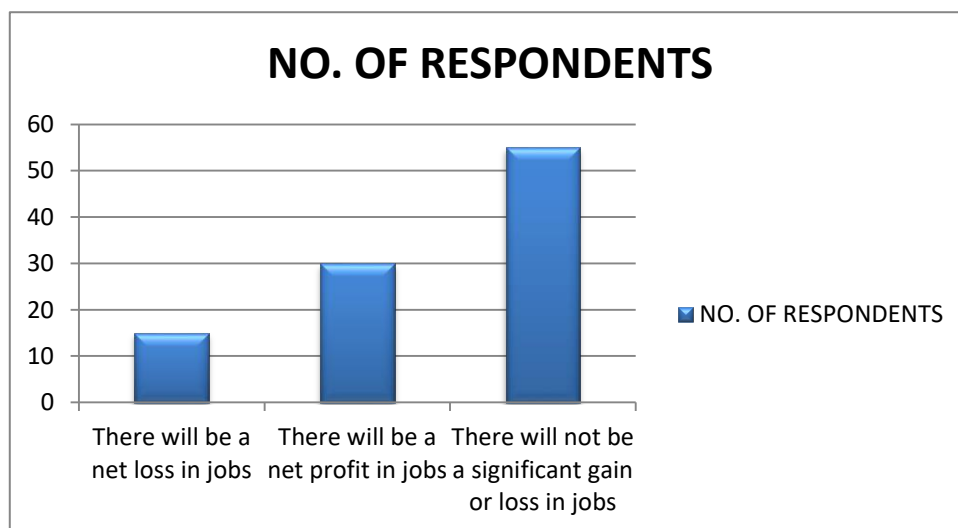
How do you think AI-related technologies will influence the number of jobs in your organization over the next years?

| OPTIONS                                              | NO. OF RESPONDENTS | PERCENTAGE  |
|------------------------------------------------------|--------------------|-------------|
| There will be a net loss in jobs                     | 15                 | 15%         |
| There will be a net profit in jobs                   | 30                 | 30%         |
| There will not be a significant gain or loss in jobs | 55                 | 55%         |
| <b>TOTAL</b>                                         | <b>100</b>         | <b>100%</b> |

***Table 4.15 AI-related technologies will influence the number of jobs***

***Interpretation:***

From the above table, it is interpreted that 15% of the respondents has chosen that there will be a net loss in jobs, 30% of the respondents have chosen that there will be a net profit in jobs and 55% of the respondents has chosen that there will not be a significant gain or loss in jobs.



***Fig 4.15 AI-related technologies will influence the number of jobs***

***Inference:***

A majority (55%) of respondents of my questionnaire chosen that there will not be a significant gain or loss in jobs.

**TABLE No.4.16:**

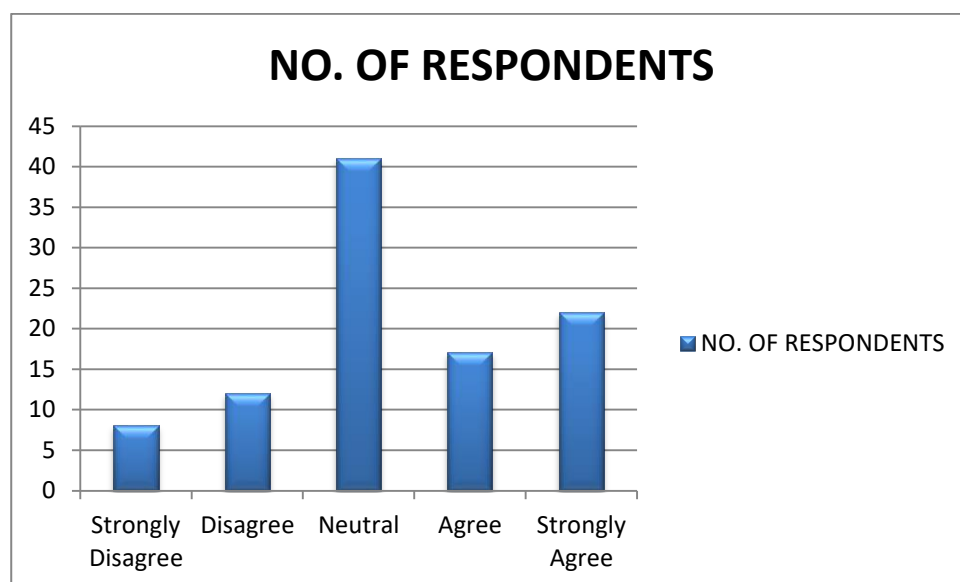
Using AI-based algorithms to scan and analyze social media posts, photos and other candidate-related online materials improves the recruitment process.

| OPTIONS           | NO. OF RESPONDENTS | PERCENTAGE  |
|-------------------|--------------------|-------------|
| Strongly Disagree | 8                  | 8%          |
| Disagree          | 12                 | 12%         |
| Neutral           | 41                 | 41%         |
| Agree             | 17                 | 17%         |
| Strongly Agree    | 22                 | 22%         |
| <b>TOTAL</b>      | <b>100</b>         | <b>100%</b> |

***Table 4.16 AI-based algorithms to scan and analyze***

***Interpretation:***

From the above table, it is interpreted that 8% of the respondents strongly disagree, 12% of the respondents disagree, 41% of the respondents are in a neutral state, 17% of the respondents agree and 22% of the respondents strongly agree to the question.



***Fig 4.16 AI-based algorithms to scan and analyze***

***Inference:***

A majority (41%) of the respondents that are neutral minded.

**TABLE No.4.17:**

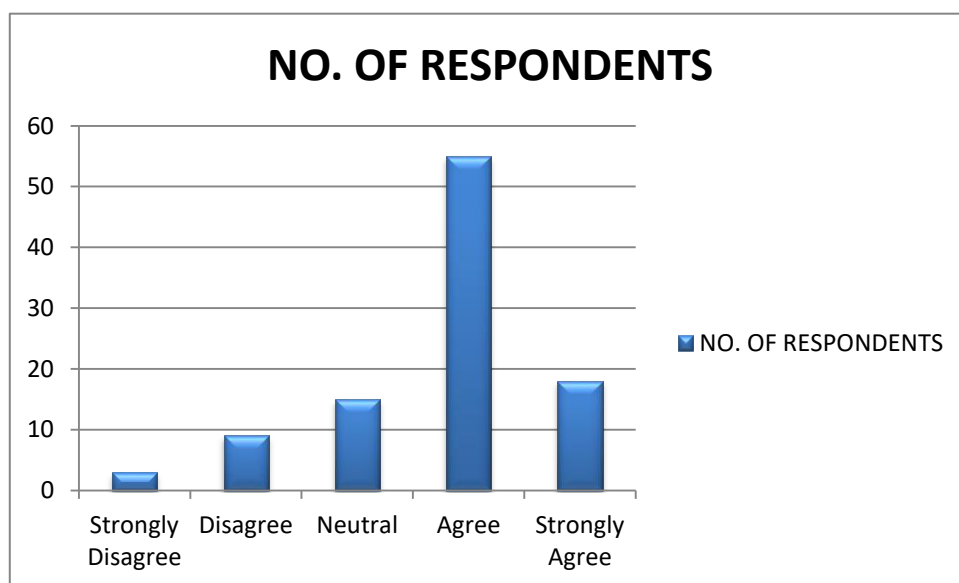
Using AI-based algorithms to analyze interviews, facial expressions, word choice and other areas is a good way of assessing areas such as candidate engagement and emotion.

| OPTIONS           | NO. OF RESPONDENTS | PERCENTAGE  |
|-------------------|--------------------|-------------|
| Strongly Disagree | 3                  | 3%          |
| Disagree          | 9                  | 9%          |
| Neutral           | 15                 | 15%         |
| Agree             | 55                 | 55%         |
| Strongly Agree    | 18                 | 18%         |
| <b>TOTAL</b>      | <b>100</b>         | <b>100%</b> |

***Table 4.17 AI-based algorithms to analyze interviews***

***Interpretation:***

From the above table, it is interpreted that 3% of the respondents strongly disagree, 9% of the respondents disagree, 15% of the respondents are in a neutral state, 55% of the respondents agree and 18% of the respondents strongly agree to the question.



***Fig 4.17 AI-based algorithms to analyze interviews***

***Inference:***

A majority (55%) of respondents of my questionnaire have agreed.

**TABLE No.4.18:**

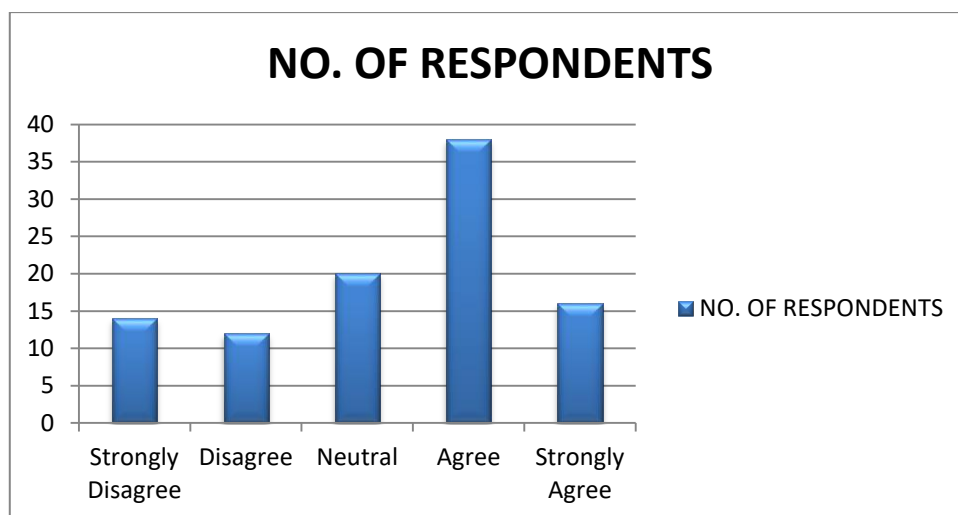
How would you feel about AI software that tracks everything that an employees do on their digital devices (desktop, laptop, smartphone, etc.), analyzes those activities, and then regularly reports back to their supervisors with a summary and recommendations?

| OPTIONS           | NO. OF RESPONDENTS | PERCENTAGE  |
|-------------------|--------------------|-------------|
| Strongly Disagree | 14                 | 14%         |
| Disagree          | 12                 | 12%         |
| Neutral           | 20                 | 20%         |
| Agree             | 38                 | 38%         |
| Strongly Agree    | 16                 | 16%         |
| <b>TOTAL</b>      | <b>100</b>         | <b>100%</b> |

***Table 4.18 AI software that tracks everything of an employees***

***Interpretation:***

From the above table, it is interpreted that 14% of the respondents strongly disagree, 12% of the respondents disagree, 20% of the respondents are in a neutral state, 38% of the respondents agree and 16% of the respondents strongly agree to the question.



***Fig 4.18 AI software that tracks everything of an employees***

***Inference:***

A majority (38%) of respondents of my questionnaire have agreed.

**TABLE No.4.19:**

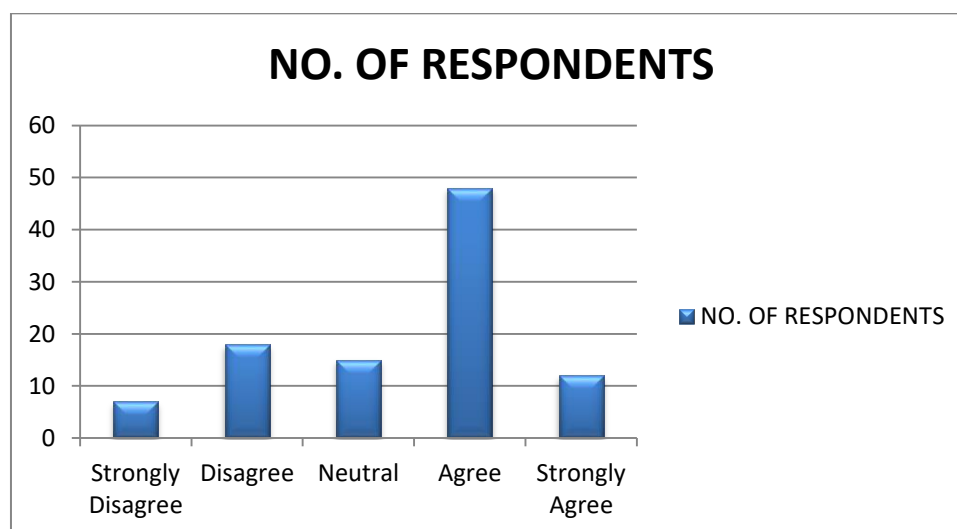
AI interfaces such as chat bots and virtual assistants will become an increasingly viable way for employees to get real-time answers to their HR-related questions.

| OPTIONS           | NO. OF RESPONDENTS | PERCENTAGE  |
|-------------------|--------------------|-------------|
| Strongly Disagree | 7                  | 7%          |
| Disagree          | 18                 | 18%         |
| Neutral           | 15                 | 15%         |
| Agree             | 48                 | 48%         |
| Strongly Agree    | 12                 | 12%         |
| <b>TOTAL</b>      | <b>100</b>         | <b>100%</b> |

***Table 4.19 AI interfaces will be increasingly viable***

***Interpretation:***

From the above table, it is interpreted that 7% of the respondents strongly disagree, 18% of the respondents disagree, 15% of the respondents are in a neutral state, 48% of the respondents agree and 12% of the respondents strongly agree to the question.



***Fig 4.19 AI interfaces will be increasingly viable***

***Inference:***

A majority (48%) of respondents of my questionnaire have agreed.

## 4.2. STATISTICAL ANALYSIS:

### 4.2.1 ANOVA TEST:

#### TECHNOLOGY vs. RECRUITMENT, TRAINING & DEVELOPMENT, ORGANIZATIONAL PERFORMANCE

| Technology                 |                | Sum of Squares | Df  | Mean Square | F     | Sig. |
|----------------------------|----------------|----------------|-----|-------------|-------|------|
| Recruitment                | Between Groups | 1.783          | 10  | .594        | 5.312 | .001 |
|                            | Within Groups  | 55.505         | 90  | .112        |       |      |
|                            | Total          | 57.288         | 100 |             |       |      |
| Training and Development   | Between Groups | 1.739          | 10  | .580        | 5.108 | .002 |
|                            | Within Groups  | 56.283         | 90  | .113        |       |      |
|                            | Total          | 58.022         | 100 |             |       |      |
| Organizational Performance | Between Groups | 1.703          | 9   | .568        | 4.935 | .002 |
|                            | Within Groups  | 57.049         | 91  | .115        |       |      |
|                            | Total          | 58.752         | 100 |             |       |      |

**Table 4.2.1 ANOVA TEST**

From the above table, it was interpreted that, f-value is greater than significant value Performance  $5.312 > 0.001$ . So, the null hypothesis is rejected and alternate hypothesis is accepted. There is a relationship between the technology vs. recruitment, training and development, organizational performance.

## 4.2.2 CORRELATION TEST:

### TECHNOLOGY AND RECRUITMENT

**H<sub>0</sub>1:** There is no relationship between technology and recruitment.

**H<sub>1</sub>1:** There is a relationship between technology and recruitment.

| Correlation                                                  |             |                         |             |            |
|--------------------------------------------------------------|-------------|-------------------------|-------------|------------|
|                                                              |             |                         | Performance | Eco Design |
| Spearman's rho                                               | Technology  | Correlation Coefficient | 1.000       | .702**     |
|                                                              |             | Sig. (2-tailed)         | .           | .000       |
|                                                              |             | N                       | 100         | 100        |
|                                                              | Recruitment | Correlation Coefficient | .602**      | 1.000      |
|                                                              |             | Sig. (2-tailed)         | .000        | .          |
|                                                              |             | N                       | 500         | 500        |
| **. Correlation is significant at the 0.00 level (2-tailed). |             |                         |             |            |

**Table 4.2.2 CORRELATION TEST**

From the table, It is interpreted that the significance value is 0.00 which is less than 0.05 and less than the critical value 1, So the null hypothesis rejected and alternative hypothesis got accepted. Thus, there is a relationship between technology and recruitment.

## TECHNOLOGY AND TRAINING & DEVELOPMENT

**H<sub>02</sub>:** There is no relationship between technology and training & development.

**H<sub>12</sub>:** There is a relationship between technology and training & development.

| Correlation                                                  |                        |                         |             |                     |
|--------------------------------------------------------------|------------------------|-------------------------|-------------|---------------------|
|                                                              |                        |                         | Performance | Employee Competency |
| Spearman's rho                                               | Technology             | Correlation Coefficient | 1.000       | .502**              |
|                                                              |                        | Sig. (2-tailed)         | .           | .001                |
|                                                              |                        | N                       | 100         | 100                 |
|                                                              | Training & Development | Correlation Coefficient | .502**      | 1.000               |
|                                                              |                        | Sig. (2-tailed)         | .001        | .                   |
|                                                              |                        | N                       | 100         | 100                 |
| **. Correlation is significant at the 0.01 level (2-tailed). |                        |                         |             |                     |

**Table 4.2.2 CORRELATION TEST**

From the table, It is interpreted that the significance value is 0.01 which is less than 0.05 and less than the critical value 1, So the null hypothesis rejected and alternative hypothesis got accepted. Thus, there is a relationship between technology and training & development.

## TECHNOLOGY AND ORGANIZATIONAL PERFORMANCE

**H<sub>03</sub>:** There is no relationship between technology and organizational performance.

**H<sub>13</sub>:** There is a relationship between technology and organizational performance.

| Correlation                                                  |                            |                         |             |           |
|--------------------------------------------------------------|----------------------------|-------------------------|-------------|-----------|
|                                                              |                            |                         | Performance | Packaging |
| Spearman's rho                                               | Technology                 | Correlation Coefficient | 1.000       | .402**    |
|                                                              |                            | Sig. (2-tailed)         | .           | .001      |
|                                                              |                            | N                       | 100         | 100       |
|                                                              | Organizational Performance | Correlation Coefficient | .402**      | 1.000     |
|                                                              |                            | Sig. (2-tailed)         | .001        | .         |
|                                                              |                            | N                       | 100         | 100       |
| **. Correlation is significant at the 0.01 level (2-tailed). |                            |                         |             |           |

**Table 4.2.2 CORRELATION TEST**

From the table, It is interpreted that the significance value is 0.01 which is less than 0.05 and less than the critical value 1, So the null hypothesis rejected and alternative hypothesis got accepted. Thus, there is a relationship between technology and organizational performance.

## **CHAPTER 5**

### **FINDINGS, SUGGESTIONS, AND CONCLUSION**

Based on the analysis and discussion on primary data in the previous chapter. Finding, Suggestions, and Conclusion of the study in a logical manner.

#### **5.1 FINDINGS:**

From the questionnaire, the following points are found and noted:

- Majority (37%) of the respondents of my questionnaire belong to the age group 20-30.
- Majority (57%) of the respondents of my questionnaire are Male.
- Majority (60%) of respondents of my questionnaire are Employers.
- Majority (65%) of respondents are Post Graduates.
- Majority (59%) of respondent's monthly income is between 30,000 to 40,000.
- Majority (54%) of respondents of my questionnaire agreed for the introduction of technology in human resource management.
- Majority (50%) of respondents of my questionnaire agreed about the topic of technology for the purpose of enhancing human resource functions.
- Majority (29%) of respondents of my questionnaire have chosen ability to diagnose.
- Majority (45%) of respondents of my questionnaire agreed AI based algorithms to scan the process of recruitment and selection process.
- Majority (31%) of respondents of my questionnaire have chosen training and development.
- Majority (52%) of respondents of my questionnaire have chosen automating various tasks.
- Majority (45%) of the respondents of my questionnaire are AI knowledgeable.
- Majority (45%) of respondents of my questionnaire have strongly agreed for AI interfaces such as chat bots and virtual assistance.
- Majority (35%) of respondents of my questionnaire have strongly agreed that AI will allocate and assign tasks to them.

- Majority (55%) of respondents of my questionnaire have chosen that there will not be a significant profit or loss in jobs.
- Majority (41%) of the respondents of my questionnaire are neutral minded in AI based algorithms to scan and analyze.
- Majority (55%) of the respondents of my questionnaire have agreed to AI based algorithms to analyze interviews.
- Majority (38%) of the respondents of my questionnaire have agreed to AI software that tracks everything of an employee.
- Majority (48%) of the respondents of my questionnaire have agreed AI software for employees to get answers to their HR related questions.

## **5.2 SUGGESTIONS:**

- The findings from the study depict that majority of the people are aware about the latest technologies used in today's market.
- Technology has a major role in human resource management in many ways.
- As per the findings of the study, it is suggested that technology is used in recruitment, training and development and organizational performance.
- Moreover technology can be taught to the people who don't know about it clearly so that they will also be able to use in human resource.

## **5.3 LIMITATION OF THE STUDY:**

- Due to the time constraint the sample size was restricted to 100 respondents only.
- Since the study is based on the primary data collected through questionnaire the result of the study are subject to all the limitations of the primary data.
- The analysis based on some statistical tools which as it is own limitation.
- The finding and suggestions are based on the information given by the respondents.

## **CHAPTER 6**

### **CONCLUSION**

#### **6.1 CONCLUSION:**

However, the introduction of technology to human resource management activities is usually driven by potential improvements such as in the speed and efficiency of processes, cost savings, enhanced customer satisfaction, increased accuracy of data, improved transparency and consistency of processes, increased availability of information and the facilitation of a change in the role of human resource managers. This will have a major positive impact on human resource management processes by making them faster, well organized, cheaper, accurate, reliable, transparent and consistent. More importantly, it has the potential to reduce the administrative burden on the HR department so it is better able to focus on more meaningful HR activities, such as providing managers with the expertise they need to make more effective HR related decisions.

## REFERENCE:

- [1] Kamal, Ashish Kumar (2013). Impact of technology advancement on human resource performance... *International Journal on Arts, Management and Humanities*, 2(2), pp. 43-47.
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- [www.humanresourcemagazines.com.au/companies/ITCLearning](http://www.humanresourcemagazines.com.au/companies/ITCLearning)
- [www.humanresourcesolution.com](http://www.humanresourcesolution.com)
- [www.scholar.google.com](http://www.scholar.google.com)
- [www.researchgate.net](http://www.researchgate.net)

# APPENDIX-1

## THE STUDY ON THE TECHNOLOGY IN HUMANRESOURCE MANAGEMENT IN IT INDUSTRIES

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\* Required

1. Name of the respondent \*

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2. Age of the respondent \*

*Mark only one  
oval.*

☐ 15 to 20

☐ 20 to 30

☐ 30 to 50

☐ 40 And above

3. Gender of the respondent \*

*Mark only one oval.*

☐ Male

☐ Female

☐ Prefer not to say

4. Educational Qualification \*

*Mark only one oval.*

☐ SSLC

☐ Graduate

☐ Post graduate

☐ Other: \_\_\_\_\_

5. Qualification \*

*Mark only one oval.*

☐ Student

☐ Employee

☐ Self Employed

☐ Other: \_\_\_\_\_

6. Monthly income of your family \*

*Mark only one oval.*

☐ Less than 20000

☐ 20000 to 30000

☐ 30000 to 40000

☐ 40000 and above

7. Introduction of Artificial Intelligence technology in human resource management is good. \*

*Mark only one oval.*

- ☐ Strongly disagree
- ☐ Disagree
- ☐ Neutral
- ☐ Agree
- ☐ Strongly agree

8. Will you consider yourself knowledgeable about the topic of artificial intelligence technology for the purpose of enhancing human resource function? \*

*Mark only one oval.*

- ☐ Strongly disagree
- ☐ Disagree
- ☐ Neutral
- ☐ Agree
- ☐ Strongly agree

9. Select the features you would you most like to see in an AI-powered HR application?(select upto 3) \*

*Check all that apply.*

- ☐ Ability to analyse
- ☐ Ability to predict
- ☐ Ability to personalize
- ☐ Ability to diagnose
- ☐ Ability to organize

10. Using AI-based algorithms to scan work samples, resumes, and other materials presented by applicants improves the recruitment and selection process \*

*Mark only one oval.*

- ☐ Strongly disagree
- ☐ Disagree
- ☐ Neutral
- ☐ Agree
- ☐ Strongly agree

11. Select the areas where you think AI has the greatest potential to improve the HR function (select upto 3) \*

*Check all that apply.*

- ☐ Analytics and metrics
- ☐ Time and attendance
- ☐ Training and development
- ☐ Compensation and payroll
- ☐ Performance management

12. In an organization, to what degree will the following usages of AI become prevalent over the next years? \*

*Mark only one oval.*

- ☐ Automating various task
- ☐ Augmenting employee capabilities
- ☐ Enhancing managerial decision making

13. In an organization, to what degree will the following usages of AI become prevalent over the next years? \*

*Mark only one oval.*

- ☐ AI knowledgeable
- ☐ Average
- ☐ AI unknowledgeable

14. AI interfaces such as chatbots and virtual assistants will become an increasingly viable way for employees to get real-time answers to their HR-related questions \*

*Mark only one oval.*

- ☐ Strongly disagree
- ☐ Disagree
- ☐ Neutral
- ☐ Agree
- ☐ Strongly agree

15. Employees will increasingly take direction from AIs that allocate and assign tasks to them (for example, by using automated project management software). \*

*Mark only one oval.*

- ☐ Strongly disagree
- ☐ Disagree
- ☐ Neutral
- ☐ Agree
- ☐ Strongly agree

16. How do you think AI-related technologies will influence the number of jobs in your organization over the next years? \*

*Mark only one oval.*

- ☐ There will be a net loss in jobs
- ☐ There will be a net profit in jobs
- ☐ There will not be a significant gain or loss in jobs

17. Using AI-based algorithms to scan and analyze social media posts, photos and other candidate-related online materials improves the recruitment process. \*

*Mark only one oval.*

- ☐ Strongly disagree
- ☐ Disagree
- ☐ Neutral
- ☐ Agree
- ☐ Strongly agree

18. Using AI-based algorithms to analyze interviews, facial expressions, word choice and other areas is a good way of assessing areas such as candidate engagement and emotion. \*

*Mark only one oval.*

- ☐ Strongly disagree
- ☐ Disagree
- ☐ Neutral
- ☐ Agree
- ☐ Strongly Agree

19. How would you feel about AI software that tracks everything that an employees doon their digital devices (desktop, laptop, smartphone, etc.), analyzes those activities, and then regularly reports back to their supervisors with a summary and recommendations? \*

*Mark only one oval.*

- ☐ Strongly disagree
- ☐ Disagree
- ☐ Neutral
- ☐ Agree
- ☐ Strongly Agree

20. AI interfaces such as chatbots and virtual assistants will become an increasingly viable way for employees to get real-time answers to their HR-related questions \*

*Mark only one oval.*

- ☐ Strongly disagree
- ☐ Disagree
- ☐ Neutral
- ☐ Agree
- ☐ Strongly agree

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