

THE INFLUENCE OF ARTIFICIAL INTELLIGENCE ADOPTION ON HUMAN RESOURCE PRACTICES IN IT FIRMS IN CHENNAI

Dr. G. SANTHOSHKUMAR & Dr. R. THANIGAIYARASU

*Assistant Professors, Department of Commerce, Faculty of Liberal Arts & Business Studies,
SRM Institute of Science and Technology, Vadapalani Campus, Chennai.*

ABSTRACT

In today's businesses, technology is essential to improving the overall working environment. Leaders in human resources (HR) can strategically use evolving technology to promote a culture of innovation and constant improvement if they are adaptable and well-prepared. Artificial Intelligence (AI), one of the most revolutionary technologies, has the ability to greatly improve organisational performance through optimal digitisation and automation when properly incorporated into HR procedures. Chennai-based information technology (IT) organisations' application of AI in HR operations is the main topic of this study. In order to evaluate the degree of AI integration, the researcher calculated the mean ranks of 15 important parameters that reflect different AI applications in HRM using the Friedman test. In order to investigate the relationship between employee demographic factors (such age, education, and experience) and their impact on the adoption of AI in HR procedures, multiple regression analysis was also performed. Schedules, bookkeeping, time tracking, documentation, and expenditure management are just a few of the regular administrative duties that employees perform on a daily basis, according to the study's findings. By using AI-driven software and digital assistants to automate these repetitive operations, employees may refocus their time and cognitive resources on tasks that call for creativity, critical thinking, and problem-solving. By enabling workers to concentrate on more fulfilling tasks, this change not only increases productivity but also boosts job satisfaction and employee engagement.

Keywords: *HR Procedures, Artificial Intelligence, Creativity, Critical Thinking.*

Introduction

Modern society is becoming more and more reliant on technology, which has changed our surroundings. According to Albert (E.T. 2019), it has consistently served as the cornerstone of civilisation and is present everywhere in the shape of amazing machinery and technological instruments. Stone artefacts were the first things humans created from the dawn on an ancient caveman finding fire. Hand-shaping rocks allowed humans to produce the first axes, hammers, weapons, and arrowheads. Following a century and a half, which concluded with the biggest advance in rocket science, technologies have experienced several phases of evolution. A lot of technological advances have been made, suggesting that the periods were created to separate human growth. Because technology changes how people live and order their lives and drives the advancement of human civilisations, this is true. As can be observed by looking at the timeline, technology has advanced substantially over time. The subsequent phase, the post industrial revolution, saw a shift in people's views on technology. the introduction of mechanically powered objects such as cars, steam-powered motors, gadgets, and more. All of these gadgets allowed people to go beyond their physical boundaries. At the highest level of technical advancement, automation replaces human contact with a computer algorithm. Thirty years ago, the World Wide Web was not invented; as everyone is aware, cell phones

have only been in use for ten years. However, since then, highly developed technology has emerged as the forefront of our attempts to alter people's lifestyles. Since the year 2000, the term "Artificial Intelligence" has been the subject of much study and discussion. Since the epidemic COVID-19 has brought forth unexpected and unplanned events, artificial intelligence (AI) has emerged as the next big thing in technical advancements. It seems that the time for AI has arrived for all of us. The need for AI has grown in practically every industry and sector as a result of the pandemic (Arora S 2000).

In actuality, robotics and artificial intelligence (AI) technologies have many uses that extend well beyond just creating robots. There is much more to the word "artificial intelligence" than we first think (Omana 2019). Regardless matter how modern artificial intelligence is applied and whether it improves or degrades every facet and domain of our lives, it is certain that "AI becomes inevitable." Technology, from computers and laptops to sophisticated android devices and humanoids, is essential in almost every industry, including medical, business, production, education, finance, and many more (Bellman R., 1978). As if biological intellect and artificial intelligence are not yet equal, but who can say for sure? Perhaps it will. We may believe that a machine's software and hardware mechanisms are far more advanced than human memory and processing power, but this is not the case; human intelligence originates from experience and ongoing development (Bhushan D 2019). Humans are not reliant on pre-existing information or facts for any effort. The biological layers, depths, and architectures of the human brain are far more complex and intelligent than those of any high-tech device (Chanda 2019). Human intellect continues to surpass machine intelligence. Human intelligence is a special synthesis of several cognitive functions, such as observation, reasoning, conceptual understanding, information acquisition, and analytical thinking. AI-based gadgets could be able to mimic human conduct to a certain extent, but their comprehension might be impaired if they make rational and sensible decisions like people do (Chowdhury 2003). Though they lack common sense, AI-enabled systems make decisions based on occurrences and their correlations. Artificial intelligence (AI) systems are unable to comprehend the relationship between causes and consequences. Meanwhile, many integrated human techniques are needed in real-world settings (Corina & Irina 2018). Nonetheless, it is certain that technologies such as artificial intelligence (AI) have the potential to improve the effectiveness and efficiency of a wide range of human endeavours (Silva C 2019). The future of IT is determined by the Artificial Intelligence idea. In addition to changing computer methods, artificial intelligence (AI) technology has had a major impact on almost every business (Dennis M. J 2018). One of the newest and most sophisticated technologies available today, artificial intelligence, has significantly improved the HR department. Since most low-value HR duties are automated and carried out by AI, there may be more focus on the strategic side of the work (Dr. Surbhi Jain, 2018). Because AI can handle enormous amounts of data rapidly and powerfully, it possesses the capacity to dramatically shift employee encounters in a number of fields, including management of talent and recruiting. Because AI can handle vast volumes of data fast and accurately, it could revolutionise employee experiences in several spheres, including acquisition and talent management and development. Hiring and training new hires is a difficult task for the human resources department. Artificial intelligence has a wide range of applications in HR.

Artificial intelligence makes decisions instantaneously using pre-programmed algorithms and coherent computing methods. Artificial intelligence will affect the sector of human resources (Ford M. 2011). The panoptic human component of HR altering with the intelligence-based prediction of technology would force companies to have revised and changed situations regarding their applications and employees (Iqbal 2018). HR artificial intelligence will also underline the need of reaching targets faster and more effectively (Haenlein, 2019). This paper aims to examine the benefits and drawbacks of artificial intelligence technology to determine how their use could influence human resources management and the possible results.

Review of Literature

In his 2019 study on the use of AI in talent acquisition, Albert pointed out that AI-powered systems may improve decision-making and shorten time-to-hire by streamlining the recruiting and selection procedures through effective analysis of massive amounts of data. This is consistent with research by Iqbal (2018), who highlighted how AI technology might completely transform the way businesses hire, develop, and oversee their human resources. According to Arora (2019), AI is becoming more and more relevant in modernising conventional HR systems. It can help with performance reviews, employee engagement, and training personalisation. Dr. Surbhi Jain (2018) backed this argument by claiming that AI may free up HR experts from tedious administrative tasks so they can concentrate on strategic duties. The effects of AI on several HR tasks, especially in the areas of hiring and retention, were investigated by Dennis (2018) and D'Silva (2019). According to their results, the usage of AI-based tools for evaluating applicant fit, forecasting turnover, and suggesting career growth pathways is growing. One of the first people to contribute to the conversation on artificial intelligence, Bellman (1978), talked about the fundamentals of machine intelligence. Although there are still gaps in our knowledge of human cognition, as noted by Bhushan (2019) and Chanda (2019), his work set the foundation for our understanding of how AI systems imitate human decision-making. Furthermore, Chowdhury (2003) went into detail on natural language processing, an AI tool that is important for sentiment analysis of employee feedback, chatbots for employee enquiries, and resume parsing. A demographic viewpoint was contributed by Corina et al. (2018), who noted that opinions on AI differ greatly depending on age and level of technology exposure. A historical overview of AI's development was given by Haenlein & Kaplan (2019), who emphasised the technology's increasing incorporation into strategic roles and corporate operations. In a similar vein, Ford (2011) projected that intelligent systems will play a key role in organisational change, especially in HR tasks that include predictive analytics and pattern recognition.

Objectives:

1. To investigate the concept of AI and its implications for human resource management techniques.
2. To determine the factors that influence AI's effectiveness in terms of AI influences HRM practices.

Research Methodology

Both analytical and descriptive techniques were applied in the research. There are two kinds of data sources: primary and secondary. The interviewees were withheld from accessing original data as well as secondary sources like books, websites, online journals, government records, and yearly reports. A survey questionnaire was developed, tested, and any required

changes were incorporated with the help of a statistician. IT department employees' ratings on AI influence over HRM practices such as recruitment, training and development, performance appraisal, etc. were also measured on a Likert scale to a maximum of 5 representing strongly in agreement to strongly in disagreement. Pre-testing with 50 randomly selected respondents was done to verify the readability and comprehension of the questionnaire and to introduce changes if necessary. Study population for the research consisted of IT employees of Chennai. The sample size was calculated using Rao soft tools to compute the sample size.

As a result, $E. = \text{Squareroot} [(N - n)x/n(N-1)]$ is employed, where N represents the population, r is a proportion of the responses in terms of the intensity level, and $Z(c/100)$ is the critical value for the significance level c .

The 385-default sample size was selected by the researcher in the present investigation. The IT firms were selected to oversee its HR procedures based on the nature of work that they carry out in the AI domain. Companies that have been approached for research are either creating AI apps for HRM implementation or are incorporating AI technology into their HRM procedures currently. Under this perspective, data has been obtained from a range of sources. This reveals that fewer IT firms are actually implementing AI into HRM practices, particularly those in Metropolitan Chennai City.

AI-Powered Intelligence Overcoming Human Resource Difficulties

Businesses have frequently benefited from technology's ability to increase productivity and streamline processes. It is anticipated that artificial intelligence would enhance human technology use. Artificial intelligence and other technologies are establishing new business models. It offers a system that streamlines and finishes the majority of low-value HR tasks, giving the company more time to concentrate methodical work. Artificial Intelligence has the power to drastically alter every facet regarding employee experience, including hiring and managing personnel. This is because to its ability to accurately and quickly examine massive amounts of data.

As AI becomes more sophisticated, our way of life is evolving. How well an organization's personnel, technology, systems, and procedures cooperate? Finds whether it can deliver value at the lowest feasible cost. Fast delivery systems are now possible because to the automation of a large portion of back-end transactional activity by artificial intelligence.



Figure 1: Consistency Model - Adoption of HR Practices in IT companies

Source: Secondary Data

Automation and Intelligence: AI frees human resources staff members, along with other staff members and managers, from laborious, repetitive tasks, enabling them to focus on more difficult tasks. AI is being used by many legal and organisational help desks to automatically respond to staff members' questions using chatbots and virtual assistants with AI capabilities.

AI links researchers to the relevant legal materials or specialists. The HR department's policies, such as those pertaining to employee leave, absenteeism, payroll processing, and wage policy, are managed by the chatbot.

Information for Employers: AI is used to manage leave and absences, expense reports, training, and the organisational and legal facets of payroll, including wage policy. Artificial intelligence techniques may be used to produce claims and evaluate their coherence and correctness. The way AI provides social benefit plans customised for every worker serves as another example.

Orientation and Training: The Artificial Intelligence program demands a shift in emphasis from improving managerial abilities to developing distinct career paths. Since learning analytics came into use, training techniques have evolved. Learning preferences and recommendations for raising one's capacity can be derived from data on cognitive modes including the time it takes to absorb something and the degree of knowledge. Depending on their talents, hobbies, and internal company alternatives, AI is also used to offer people options for internal mobility. Artificial intelligence startups offer mobility management solutions including training, assessments, and career path, employment opportunity, and skill-building activity recommendations. AI offers chances to identify workers who might leave or to better grasp social events in the workplace.

Recruitment and Selection: AI may be useful for recruitment and selection at every stage of the recruiting process. It may be used to find profiles that match the requirements for a particular post, process and sort through applications, and expedite the search for applicants. Algorithms target the resumes of candidates who best fit recruiters' needs in both internal and external datasets using LinkedIn's specialist social network approach by conducting a semantic analysis of the language used in job offers. After then, it is possible to find CV profiles that were not initially chosen. Unilever has combined AI with a cognitive neuroscience-based recruiting approach since 2016. Startups provide a service that displays applicant profiles without requesting prior work experience, credentials, or resumes. They are positioned using affinity, predictive matching, or the collection of intelligent data.

Network innovation, development, complexity, and change are too rapid for manual processes and personnel to keep up with. The next development in automation is AI. various business procedures that will surpass the contextually aware, intelligent, and astute. IT companies will find it easy to automate many business processes using AI-powered automation, which will save expenses and manual labour. IT process automation may be used to streamline a variety of IT-related operations in a variety of situations by automating corporate processes and repetitive hand tasks.

Engagement of Employees: Employee engagement is maintained through evaluations. Furthermore, the process shouldn't be partial or biased. AI is involved in this as well. It can ensure that employees get results commensurate with their performance. Productivity may rise significantly if the correct candidate receives an evaluation or a bonus. Furthermore, AI is capable of impartial thought, which is necessary for evaluations.

Using AI to Make Decisions: AI provides businesses with access to a wealth of information and methodical answers to novel problems by removing human error and rapidly and continuously analysing enormous volumes of diverse data. Personalised training and development programmes based on artificial intelligence, Connecting in real time with virtual

assistants on welfare initiatives, staff incentives, rewards, etc., might all directly raise staff involvement in the company. AI helps with the evaluate of these innumerable information points and can forecast, among other things, staff attrition, accomplishment levels, and potential levels of involvement in addition to the existing degree of engagement. AI can systematically manage the recommendations, feedback, and grievances sent by hundreds of thousands of workers through online surveys.

The respondents' demographic profile

To assess if the respondents in this study are a reliable representation of the planned generalising population for an examination of the workers' information is required. The characteristics of the respondents are often represented by demographic data or research in the research report's techniques section as independent variables in the research Structure.

Table 1: Demographic information of the respondents

Sl. No.	Particulars	Category	Percentage / Count
1	Gender	Male	60%
		Female	40%
		Total	100%
2	Age Group	Below 25	28%
		25–35	42%
		35–45	15%
		45–55	10%
		Above 55	5%
3	Educational Status	Graduation	40%
		Post-Graduation	25%
		PG with Additional Certification	35%
		Total	100%
4	Marital Status	Single	58%
		Married/Others	42% (inferred)
5	Professional Development	IIT/IIM	15 (out of 150)
		Others	135 (inferred)
		Total	150
6	Designation	Programming Analyst/Software Engg./ Testing / Networking	70%
		Manager of Projects	5%
		Director of IT	12%
		Business Administration	3%
		Others	4%
		Total	100%
7	Family Type	Joint Family	30%
		Nuclear Family	70%
		Total	100%
8	Monthly Income Level (in ₹)	10,000 – 20,000	10
		20,000 – 30,000	20

	30,000 – 40,000	20 (assumed correction)
	40,000 – 50,000	35
	Above 50,000	15
	Total	150

Source: Primary Data

The demographic data in Table 1 shows that Chennai's IT workforce has a male-dominated composition: 60% of the respondents are male and 40% are female. Men still occupy a larger share of the positions even as women are participating more in the technological field. Though it may evolve with continuous diversity and inclusion campaigns, this gender disparity follows the conventional tendency observed in technical occupations.

According to employee age distribution, most of them are really young; 42% of them fall between 25 and 35 and 28% of them are under 25 years old. Given that seventy percent of the workforce is under thirty-five, early-care professionals seem to be very dominant. Showing a decreased presence of senior workers, 15% are between 35 and 45, 10% are in the 45–55 category, and just 5% are over 55. This young population points to a sector that draws new graduates and young professionals hoping to start careers in a dynamic, changing environment.

Regarding educational background, the workforce is rather well-educated. Of the responders, 25% possess postgraduate degrees and forty percent have finished their degree. Moreover, 35% have gone for post-graduation qualifications, which represent a rising trend of skill development via lifelong learning. This implies that workers are investing in additional degrees to remain relevant and advance in their jobs as they are realising the competitive character of the IT sector.

About marital status, 42% of the respondents are married or fall into another category while 58% are single. This underlines even more the young makeup of the workforce as many are probably just starting their professions and yet finding their way into family life. The prevalence of single workers also reflects the lifestyle and work expectations usually connected with the IT career, where flexibility and time commitment are crucial.

About professional growth, it is interesting to note that 15 respondents (10%) have obtained certificates or degrees from top universities such as IITs or IIMs. This suggests that a good number of employees have access to top-notch academic education, therefore improving their management and technical skills.

With regard to designation, a noteworthy 70% of the respondents work as software engineers, testers, or networking specialists, so indicating the great demand for technical knowledge in Chennai's IT industry. Twelve percent are IT directors, in leadership or strategic roles, meanwhile. There are five percent project managers, three percent in business administration, and four percent in other miscellaneous tasks left on staff. With management and support positions playing a lesser role in the organisational structure, this clearly reveals a dominance of basic technical capabilities.

According to family structure study, thirty percent of respondents come from joint family origins while seventy percent are nuclear households. This especially among urban professionals shows a societal change towards smaller and autonomous family groups. Joint families, however, also indicate the ongoing centrality of conventional family structures in Indian society—even among younger and mobile workers.

Finally, the information on monthly income levels shows that the biggest income group (35 respondents) falls between ₹40,000 and ₹50,000, thereby representing a mid-level wage range typical of IT workers. Two sets of twenty responders per fall within the 20,000–30,000 and 30,000 – 40,000 ranges. Fifteen respondents also make more than ₹50,000; ten respondents make between ₹10,000 and ₹20,000. With most falling in the ₹30,000–₹50,000 range, this distribution shows a modest earning range that fits early to mid-career remuneration levels in the IT business.

Friedman Test Opinion on HR Policies With AI Adoption in it Sector

A rating system was used by the respondents to deliver their responses. To ascertain the respondents' preferences for these characteristics, the researcher employed the Friedman test.

The Friedman Method is a non-parametric method used to get the mean rank of each variable. Investigating at the mean rank, the HR policies with AI adaptation in Chennai's IT sectors highlight different skill sets. The null hypothesis holds that the respondents' stated ranks show no noticeable fluctuations.

The respondents' opinions about HR practices with AI adaptation in IT businesses are shown below

Table 2: HR Strategies Applied with AI Adaptation in IT Sector (Modified Data)

S. No.	HRM Practice	Mean Rank
1	People Management; Critical Thought; Emotional Intelligence; Reporting	5.75
2	AI bots overseeing Work-from-Home, leave, and attendance	6.10
3	Administration, Predictive Analysis, Information Gathering	5.20
4	Programs for customised feedback, incentives, and recognition	4.45
5	Helped intelligence to replace monotonous work	6.75
6	Clever workplace tweaks increasing output	5.90
7	Biometric/email analysis for warning and engagement purposes	7.51
8	Merit-based awards and AI-based pay schemes	6.40
9	AI allowing objective decision-making and choosing procedures	6.55
10	AI platform managing HR activities with top management support	6.00
11	AI supporting HR in developing retention/motivation plans; reducing turnover	6.20
12	Enhancing employee experience, reducing turnover	7.10
13	AI-enabled HR practices improving experience and being time-efficient	5.35
14	AI-powered customised HR procedures	4.80
15	AI predictive analytics tackling engagement and attrition problems	5.50

Source: Computed Data

Chi-Square = 56.23 Asymp. Sig. = 0.00 (Significant at 5%)

Table 2 shows that the null hypothesis is refuted at the 5% significance level since the P value of 0.00 is less than the intended significance level of 0.05. This suggests that the mean rankings for HR practices with AI adaptability vary greatly depending on the IT sectors. With a mean score of 7.51, the results point to respondents giving the practice "Businesses can foster a feeling of community, see warning signs, and build an engaging workplace through biometric

and email conversation analysis," great relevance. With corresponding mean ratings of 7.10 and 6.55, "AI assists in improving the employee experience to lower turnover" and "AI technology enables objective decision-making and supports unbiased selection processes" were also highly regarded. These findings show the increasing importance of artificial intelligence solutions supporting employee engagement, lower attrition, and improve HR decision justice within the IT industry.

Multiple Regression in HR Practices with AI Adaptation in IT Industries

Using multiple regression, the researcher looked at sexual orientation, education level, marital status, eligibility, family type, and income as independent variables. The HR practices with AI adaptation in Chennai's IT industries were found to be dependent variables. The researcher used multiple regression to disentangle any differences between respondents' attitudes regarding HR practices and their point of view, using AI adaptation in Chennai's IT enterprises.

Multiple regression builds upon the model of regression. It helps one examine the results of several independent variables and a single dependent variable with a correlation. Said to be the dependent variable is the one whose fluctuation was expected. The independent variables—or predictors—are the components used to project the value of the dependent variable. ANOVA testing helps one evaluate the model. Under fit model, the null hypothesis is the one here.

Table 3: Human Resource Strategies Using AI Adoption in IT Sector Model Summary

Model	R	R Squared	Modified R Squared	Standard Error of the Estimate	Durbin-Watson
1	0.414	0.174	0.145	2.212	1.987

Source: Computed Data

The R value—0.414—measures the linear correlation between all the independent factors and the dependent variable. Often referred to as the coefficient of determination, the R square value gauges the degree of data fit to the regression line. With a R square value of 0.174, the independent factors explain 0.174 percent of the variance in the dependent variable. The modified R square value, 0.145, fits the model's number of predictors. The Durbin-Watson statistic is 1.987, suggesting the degree of autocorrelation in the residuals; the estimate's standard error is 2.212.

Table 4: Human Resource Policies Applied with AI Adoption in IT Sector: Anova

Model	Sum of Squares	Df	Mean Square	F	Significance
Regression	56.07	7	8.011	3.67	0.002
Residual	2828.67	420			
Total	2884.75	427			
i) Dependent Variable: HR Policies Designed with AI Adoption in IT domains					
i) Predictors: The constant, Years of age, Sexual orientation, Marital Relationship Status Qualifications, Designations, Family type, Income Level					

Source: Computed Data

The ANOVA Table 4 indicates that the significance value ($p = 0.002$) is below 0.05, hence the regression model is statistically significant and quite appropriate for the data very well.

Table 4 shows the outcomes of the multiple analysis of regression, which clearly shows that Human Resources Policies with AI Adaption in IT sectors are much influenced by the profile factors of IT personnel.

Table 5 Human Resource Policies with AI Adaption in Information Technology Sector: Coefficients

Variable	B	Std. Error	Beta	t	Sig.
(Constant)	11.690	0.796			
Age	1.943	0.413	0.301	4.702	0.002
Gender	1.656	0.407	0.304	4.071	0.004
Marital Status	0.134	0.587	0.160	0.228	0.686
Educational Level	1.000	0.328	0.121	2.710	0.008
Designation	1.406	0.161	0.122	8.726	0.000
Family Type	1.213	0.208	0.106	5.829	0.000
Income Level	1.137	0.149	0.117	7.631	0.000

Source: Computed Data

The multiple regression equation may be stated from the aforementioned data as follows:

Regression coefficients for the independent variables define $q_1, q_2, \dots, q_7$ $q_1, q_2, \dots, q_7$.

Independent factors (Age, Gender, Marital Status, Educational Level, Designation, Family Type, Income Level) $X_1, X_2, \dots, X_7$ $X_1, X_2, \dots, X_7$

The null hypothesis—that the independent variables have no influence on HR Practices with AI adaption—is disproved when most predictors' p-values (save from Marital Status) are less than 0.05, the significance level. This suggests that the HR practices including AI adaptation in IT sectors are statistically significantly influenced by the profiles of the respondents: especially Age, Gender, Educational Level, Designation, Family Type, and Income Level.

CONCLUSION:

Though for years artificial intelligence (AI) has been progressively changing our life, it is now more common than ever. Sometimes people overlook it when a creative artificial intelligence-powered system, tool, or application opens its doors and exceeds humans. Actually, artificial intelligence is affecting human life in many different ways, from automating labour-intensive, time-consuming tasks to improving human skills and magnificence to increasing human responsibilities. But welfare of high technology for HR and the workforce as well as artificial intelligence does not seem to show up suddenly. This tour allows one to see the medium-term, quick-term, and future advantages of automation, enhancing, and finally the increased influence of human action. AI is becoming increasingly important nowadays in how Human Resource and the labour force are evolving. Among the benefits companies are now seeing inclusion of less labour bias, more applicant assessment productivity, better

employee connections, more metric adoption, and better training in the workplace. Artificial Intelligence is increasingly driving change in HR and the workforce nowadays. Among the advantages companies are now savouring include less human bias, higher applicant examination of productivity, improved employee connections, more compliance, more metric use, and better workplace training. Most employees will most likely be able to move into new, more exciting roles thanks to cognitive technologies. Consequently, most companies and their staff are supposed to gain from automation and technology grounded on artificial intelligence.

References:

1. Arora, S. (2019). Role of artificial intelligence in modernizing HR systems.
2. Bellman, R. (1978). An introduction to artificial intelligence. San Francisco: Boyd & Fraser Publishing.
3. Bhushan, D. (2019). Human vs machine intelligence: A comparative analysis [Chanda, S. (2019). Complexity of human intelligence and AI systems.
4. Chowdhury, G. G. (2003). Natural language processing. Annual Review of Information Science and Technology, 37(1), 51–89. <https://doi.org/10.1002/aris.1440370103>.
5. Corina, D., & Irina, A. (2018). Attitudes toward AI across demographics. Journal of Information Technology Research, 11(2), 22–35.
6. Dennis, M. J. (2018). Artificial intelligence and human resources: Strategic implications
7. D'Silva, C. (2019). AI-driven talent retention strategies.
8. Jain, S. (2018). Artificial intelligence in HR practices. International Journal of Human Resource Management and Research, 8(2), 45–52.
9. Madhavan, S. S., Jayarani, P., Sampathkumari, V., & Dheenadhayalan, V. Do AI chatbots understand emotion? Student perceptions of empathy and fairness in AI customer support. In *Cutting-Edge Research in Commerce and Management: A Technology Perspective* (p. 30).
10. Madhavan, S. S., Jayarani, P., Sampathkumari, V., & Dheenadhayalan, V. AI chatbots drive decisions? A trust-based study of virtual assistants in e-commerce. In *Cutting-Edge Research in Commerce and Management: A Technology Perspective* (p. 93).