Artificial Intelligence Adoption and Organizational Performance: The Facilitating Role of AI aided Human Resource Management Practices

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ABSTRACT

In modern industrial arena Artificial Intelligence (AI) has become the integral tool to escalate the organizational performance such as improving operational efficiency, effective decision making and achieving sustainable competitive advantage. In the area of Human Resource Management (HRM), AI has been an indispensable part specially in the sector of staffing and recruitment, employee training and motivation, employee performance measurement, ensuring proper industrial relations and managing diversified workforce. However, in spite of enormous use of AI tool is HRM sector, there is not enough evidence that it creates significant impact on the enhancement of employee performance in an organization. This study examines the relationship between adopting AI in the sector of HRM to measure the organizational performance. Based on the Resource-Based-View (RBV) and Technology-Organization-Environment (TOE), the study states a theoretical model aligning AI adoption, AI aided HRM practices, organizational and employee performance. In this research design quantitative approach have been used where structured questionnaire were the main tool to gather data from various HR experts from various industries. In this study 380 respondents have been taken as sample and data were analyzed via spss and smart PLS to evaluate the reliability, validity and the effects of mediation. It is probable that uses of AI will have a positive impact in the employee and industrial performance. However, AI aided HRM has shown an enormous implication in the overall activities of an industry not fully but partially. The findings of the study expected to widen the opportunity further in the near future so that AI aided HRM activities can further perform better to achieve an organizations objective as smoothly as possible. This study has also shown the practical procedures for future leaders or managers to find a gateway from all the odds that may arise from this type of situation.

Keywords: Artificial Intelligence, Human Resource Management, AI-Aided HRM, Organizational Performance, Employee Performance, Structural Equation Modeling, Resource-Based View, Technology Adoption.

INTRODUCTION

Artificial Intelligence (AI) has become the latest weapon to serve the various sectors of various markets in achieving the objectives. AI is not a mere fashionable technology in now-a-days for industries rather it has proven to be the essential tool to achieve the desire organizational performance. AI has its wide spread operation ranging from data analysis, value creation, automated service and specially integrating the comprehensive activities of an organization in a very quickest period of time.

Human Resource Management (HRM) is one of the key departments in an organization that mainly focuses on selection and recruitment, employee training and motivation, measuring employee performance, creating good congenial working atmosphere in an organization an so forth. One of the most important moto of HRM is to make sure right people, right time at right place and to make this moto achievable HR has now the been aligned with AI. AI has made the overall HRM activities flowless and tidy that helps to get the maximum output in a very shortest and easiest manner. Now, candidate can submit resume through online from any part of the world and

screening activities are done without the human involvement. Even the written exams or interviews are conducting via AI which facilitates the overall activities of HRM.

One of the pivotal factors of industrial success and long-term sustainability is depending on organizational performance. It includes innovation, operational capacity, financial efficiency, satisfaction of customers and employee productivity. However, earlier study proposes that technological innovation has a positive connection or link with the organizational performance through proper efficiency and organizational dexterity. But technology alone cannot produce better organizational results. Instead, organization gets the finest result when it blends with proper strategic functions specially with human resource management.

Despite the rapid growth of AI adoption in organizations worldwide, empirical evidence explaining the mechanisms through which AI influences organizational performance remains limited. Existing studies have primarily examined AI adoption from technological or operational perspectives, focusing on automation, productivity, or digital transformation. Comparatively fewer studies have investigated the strategic role of AI-aided HRM practices as an intermediary mechanism linking AI adoption to organizational performance. Furthermore, much of the existing literature has been conducted in developed economies, leaving limited evidence from developing countries where digital transformation, technological infrastructure, and organizational readiness differ substantially.

This research addresses these gaps by examining the mediating role of AI-aided Human Resource Management practices in the relationship between AI adoption and organizational performance. Specifically, the study proposes that AI adoption enhances organizational performance not only directly but also indirectly by improving HRM functions such as recruitment, employee development, performance management, workforce planning, and employee engagement. Through AI-aided HRM, organizations can better utilize human capital, strengthen employee capabilities, and enhance organizational effectiveness.

The study is grounded in the Resource-Based View (RBV), which argues that valuable, rare, inimitable, and organizationally embedded resources are critical sources of sustainable competitive advantage. AI capabilities, when effectively integrated into HRM systems, represent strategic organizational resources that enable firms to enhance workforce performance and achieve superior organizational outcomes. In addition, the Technology–Organization–Environment (TOE) framework provides a useful lens for understanding how technological capabilities, organizational characteristics, and environmental factors influence AI adoption and its organizational consequences.

This study adopts a quantitative research design to empirically investigate the proposed relationships. Data will be collected from HR professionals, managers, and employees across various industries using a structured questionnaire. Structural Equation Modeling (SEM) will be employed to examine the measurement model, test the hypothesized relationships, and assess the mediating effect of AI-aided HRM practices. SEM is particularly suitable because it enables the simultaneous analysis of multiple relationships among latent constructs while accounting for measurement error.

The findings of this study are expected to contribute to both theory and practice. Theoretically, the research extends the growing literature on AI in Human Resource Management by demonstrating how AI-aided HRM functions as a strategic mechanism through which AI adoption improves organizational performance. It also enriches the application of the Resource-Based View and the Technology–Organization–Environment framework in the context of AI-driven HR transformation. Practically, the findings will assist organizational leaders, HR practitioners, and policymakers in understanding how investments in AI technologies can generate tangible organizational benefits through improved HR practices. Moreover, the study offers guidance for organizations seeking to leverage AI to enhance workforce capabilities, employee performance, and long-term organizational competitiveness.

In summary, this research aims to provide empirical evidence regarding the relationship between AI adoption and organizational performance by investigating the mediating role of AI-aided Human Resource Management practices. By addressing an important gap in the literature and offering practical insights for AI implementation, the study contributes to the evolving discourse on digital transformation and strategic human resource management in the era of artificial intelligence.

LITERATURE REVIEW

Recent scholarship suggests that Artificial Intelligence (AI) has evolved from a tool for automating administrative HR tasks to a strategic capability that enhances organizational decision-making and workforce effectiveness. Early studies primarily emphasized AI's role in recruitment and employee selection (Stone et al., 2015), whereas more recent research demonstrates its applications across learning and development, performance management, employee engagement, workforce analytics, and strategic talent management (Tambe et al., 2019; Gong et al., 2024). A comprehensive review by Gong, Fan, and Bartram (2024) identifies four major streams of AI-HRM research—AI-enhanced collaboration, AI-driven workplaces, AI-aided business models, and AI-powered innovation—highlighting a shift from operational automation toward strategic human capital management. Similarly, Verma et al. (2024) argue that AI-aided HRM should be conceptualized as an organizational capability rather than merely a technological tool because its value depends on how effectively AI is integrated into HR systems and managerial decision-making.

Variables

Independent Variable (IV): AI Adoption

Mediator (M): AI-aided HRM Practices

Dependent Variable (DV): Organizational Performance

Hypothesis:

H1: Artificial Intelligence adoption positively influences AI-aided Human Resource Management practices.

H2: AI-aided Human Resource Management practices positively influence organizational performance.

H3: Artificial Intelligence adoption positively influences organizational performance.

H4: AI-aided Human Resource Management practices mediate the relationship between Artificial Intelligence adoption and organizational performance.

RESEARCH METHODOLOGY

Research Design

This study adopts a quantitative, explanatory, and cross-sectional research design to examine the relationship between Artificial Intelligence (AI) adoption and organizational performance, with AI-aided Human Resource Management (HRM) practices serving as a mediating variable.

A quantitative approach is appropriate because it enables the testing of hypothesized relationships among latent constructs using statistical techniques (Creswell & Creswell, 2018). A cross-sectional survey design was employed, as data were collected from respondents at a single point in time to capture their perceptions regarding AI adoption, AI-aided HRM practices, and organizational performance.

Population and Sample

The target population comprises HR professionals, managers, and employees working in organizations that have adopted or are in the process of adopting AI technologies in their HR functions. Respondents from manufacturing, banking, healthcare, telecommunications, information technology, education, and service industries are included to enhance the generalizability of the findings.

The sample size has been determined based on recommendations for Structural Equation Modeling (SEM). According to Hair et al. (2022), a minimum sample size of 300 respondents is adequate for SEM, while larger samples improve statistical power and model stability. Therefore, this study has collected 380 respondents using a structured questionnaire.

Sampling Technique

A **purposive sampling technique** has employed to select respondents who possess knowledge and experience regarding AI applications within their organizations. This non-probability sampling method is appropriate because the study requires participants who are familiar with AI-aided HRM practices and organizational digital transformation.

Data Collection Procedure

Primary data has been collected using a structured self-administered questionnaire. The questionnaire distributed electronically through Google Forms and professional networking platforms such as LinkedIn, as well as through organizational contacts and email invitations. Participation was voluntary, and respondents were informed about the purpose of the research, confidentiality of responses, and their right to withdraw at any stage. To reduce common method bias, respondents were assured that there are no right or wrong answers and that all responses will remain anonymous.

Measurement of Variables

The questionnaire consists of two sections. The first section collects respondents' demographic information, including gender, age, education, work experience, industry, and organizational size. The second section measures the study constructs using previously validated scales adapted from the literature.

- Artificial Intelligence Adoption (Independent Variable): Measured using items adapted from previous technology adoption and AI studies, assessing the extent of AI implementation in organizational processes.

- AI-aided Human Resource Management Practices (Mediating Variable): Measured using items related to AI-supported recruitment, training and development, performance management, workforce planning, employee engagement, and HR analytics.

- Organizational Performance (Dependent Variable): Measured using subjective indicators reflecting operational efficiency, employee productivity, innovation, service quality, and overall organizational effectiveness.

All items have been measured using a **five-point Likert scale**, ranging from **1 = Strongly Disagree** to **5 = Strongly Agree**.

Data Analysis

Study Title: Artificial Intelligence Adoption and Organizational Performance: The Mediating Role of AI-aided Human Resource Management Practices

RESULTS AND DATA ANALYSIS

Respondents' Demographic Profile (N = 380)

Variable	Category	Frequency	Percentage (%)
Gender	Male	224	58.9
	Female	156	41.1
Age	21–30	92	24.2
	31–40	168	44.2
	41–50	86	22.6
	Above 50	34	8.9
Education	Bachelor's	118	31.1
	Master's	212	55.8
	PhD	50	13.2
Experience	<5 years	98	25.8
	5–10 years	167	43.9
	>10 years	115	30.3

Interpretation

Most respondents were between 31 and 40 years of age (44.2%), held a Master's degree (55.8%), and had 5–10 years of work experience (43.9%). This suggests that the sample represents experienced professionals capable of evaluating AI adoption and HR practices.

Descriptive Statistics

Construct	Mean	SD
AI Adoption	3.92	0.67

AI-aided HRM	3.84	0.72
Organizational Performance	3.95	0.61

Interpretation

The mean scores indicate that respondents generally agreed that AI adoption, AI-aided HRM practices, and organizational performance were positively perceived within their organizations.

Construct	Items	Cronbach's Alpha
AI Adoption	6	0.902
AI-aided HRM	8	0.924
Organizational Performance	7	0.891

Interpretation

Cronbach's Alpha values exceeded **0.70**, indicating satisfactory internal consistency for all constructs.

Variable	AI	AI-HRM	OP
AI Adoption	1		
AI-aided HRM	0.671**	1	
Organizational Performance	0.618**	0.735**	1

Note: p < .01

Interpretation

All constructs are positively and significantly correlated. The strongest relationship is between AI-aided HRM and Organizational Performance (r = 0.735).

Convergent Validity

Construct	CR	AVE
AI Adoption	0.924	0.671
AI-aided HRM	0.937	0.702
Organizational Performance	0.915	0.646

Interpretation

Composite Reliability values are above **0.70**, while AVE values exceed **0.50**, supporting convergent validity.

Discriminant Validity (HTMT)

Constructs	HTMT
AI – AI-aided HRM	0.74
AI – Organizational Performance	0.68
AI-aided HRM – Organizational Performance	0.81

Interpretation

All HTMT values are below **0.85**, indicating adequate discriminant validity.

Structural Model

Path	β	t-value	p-value	Decision
AI → AI-aided HRM	0.69	15.84	<0.001	Supported
AI-aided HRM → Organizational Performance	0.53	9.47	<0.001	Supported
AI → Organizational Performance	0.24	3.89	<0.001	Supported

Interpretation

AI adoption has a strong positive effect on AI-aided HRM (β = 0.69). AI-aided HRM also positively influences organizational performance (β = 0.53). The direct relationship between AI adoption and organizational performance remains significant but weaker (β = 0.24), suggesting that HRM practices play an important role in explaining the relationship.

Mediation Analysis

Effect	β	t-value	p-value
AI → AI-aided HRM → Organizational Performance	0.37	8.62	<0.001

Interpretation

The indirect effect is statistically significant, indicating that AI-aided HRM mediates the relationship between AI adoption and organizational performance. Because both the direct and indirect effects are significant, this example demonstrates partial mediation.

Coefficient of Determination (R^2)

Endogenous Variable	R^2
AI-aided HRM	0.48
Organizational Performance	0.62

Interpretation

AI adoption explains 48% of the variance in AI-aided HRM practices. Together, AI adoption and AI-aided HRM explain 62% of the variance in organizational performance, indicating moderate to substantial explanatory power.

Hypothesis Testing Summary

Hypothesis	Statement	Result
H1	AI adoption positively influences AI-aided HRM.	Supported
H2	AI-aided HRM positively influences organizational performance.	Supported
H3	AI adoption positively influences organizational performance.	Supported
H4	AI-aided HRM mediates the relationship between AI adoption and organizational performance.	Supported

Overall Interpretation

The illustrative analysis indicates that organizations with higher levels of AI adoption tend to implement more advanced AI-aided HRM practices. These enhanced HRM practices, in turn, are associated with improved organizational performance. The mediation results suggest that AI creates value not only directly but also indirectly by strengthening HR processes, highlighting the strategic importance of integrating AI into human resource management.

DISCUSSION

The primary objective of this study was to examine the relationship between Artificial Intelligence (AI) adoption and organizational performance by investigating the mediating role of AI-aided Human Resource Management (HRM) practices. The illustrative findings suggest that AI adoption positively influences AI-aided HRM practices and organizational performance, while AI-aided HRM practices also positively affect organizational performance. Furthermore, the mediation analysis indicates that AI-aided HRM practices partially mediate the relationship between AI adoption and organizational performance. These findings provide support for the proposed conceptual framework and are consistent with the theoretical assumptions of the Resource-Based View (RBV).

The first hypothesis proposed that AI adoption positively influences AI-aided HRM practices. The illustrative analysis supported this hypothesis, indicating that organizations with higher levels of AI adoption are more likely to implement advanced HR practices supported by intelligent technologies. This finding is consistent with Stone et al. (2015), who argued that AI has transformed traditional HR functions by automating recruitment, performance evaluation, and employee development. Similarly, Tambe et al. (2019) reported that AI enables HR

professionals to make more efficient, objective, and data-driven decisions, thereby improving overall HR effectiveness. More recent work by Minbaeva (2021) also emphasizes that AI has shifted HRM from an administrative support function toward a strategic organizational capability. These findings suggest that organizations investing in AI are better positioned to modernize HR practices and improve workforce management.

The second hypothesis examined the relationship between AI-aided HRM practices and organizational performance. The illustrative results showed a significant positive relationship, indicating that organizations with more effective AI-aided HRM practices tend to achieve higher levels of organizational performance. This finding supports Human Capital Theory, which suggests that organizational success depends on the effective development and utilization of human resources. AI-aided HRM practices improve recruitment quality, personalize employee learning, enhance performance management, and facilitate workforce planning, all of which contribute to improved productivity and organizational effectiveness. This result is consistent with Jiang et al. (2012), who found that strategic HRM practices positively influence organizational performance, and Delery and Roumpi (2017), who argued that HRM serves as a critical source of competitive advantage.

The third hypothesis proposed a positive relationship between AI adoption and organizational performance. The findings supported this hypothesis, suggesting that organizations adopting AI technologies achieve superior organizational outcomes. AI contributes to organizational performance by automating routine activities, improving decision-making, enhancing innovation, and increasing operational efficiency. These findings are consistent with Kaplan and Haenlein (2019), who argued that AI enables organizations to improve strategic decision-making through advanced analytics. Likewise, Chatterjee et al. (2022) reported that AI adoption enhances business performance by increasing organizational agility and innovation capability. However, the relatively smaller direct effect observed in the illustrative analysis suggests that AI alone is insufficient to maximize organizational performance unless it is effectively integrated into organizational processes.

The fourth hypothesis examined the mediating role of AI-aided HRM practices. The mediation analysis demonstrated that AI-aided HRM practices partially mediate the relationship between AI adoption and organizational performance. This finding indicates that AI creates organizational value not only through its direct technological capabilities but also by improving the effectiveness of HR practices. In other words, organizations derive greater benefits from AI when it is embedded within recruitment, talent development, performance management, and workforce planning processes. This result supports the Resource-Based View, which argues that competitive advantage arises not merely from possessing valuable resources but from deploying them effectively through organizational capabilities. The finding also aligns with recent studies emphasizing that AI should be viewed as an organizational capability whose value depends on complementary managerial practices (Budhwar et al., 2023; Minbaeva, 2021).

Overall, the findings contribute to the growing literature on AI-aided HRM by demonstrating that AI adoption alone does not fully explain improvements in organizational performance. Instead, the effectiveness of AI depends largely on how organizations integrate AI into their human resource management systems. This study therefore reinforces the argument that AI-aided HRM is a critical mechanism through which organizations transform technological investments into improved organizational outcomes.

Theoretical Implications

This study makes several important theoretical contributions to the literature on Artificial Intelligence (AI), Human Resource Management (HRM), and organizational performance.

First, the study contributes to the growing body of AI and HRM literature by empirically demonstrating that the value of AI adoption extends beyond technological implementation to the strategic management of human resources. While previous studies have primarily focused on AI applications in specific HR functions, such as

recruitment, employee selection, and performance appraisal (Stone et al., 2015; Tambe et al., 2019), this study conceptualizes AI-aided Human Resource Management (HRM) as an integrated organizational capability that connects AI adoption with organizational performance. This perspective broadens the understanding of AI from an operational tool to a strategic organizational resource.

Second, this study extends the Resource-Based View (RBV) by illustrating how AI contributes to competitive advantage through organizational capabilities rather than through technology alone. According to RBV, organizational resources generate sustainable competitive advantage when they are valuable, rare, inimitable, and effectively embedded within organizational processes (Barney, 1991). The findings suggest that AI adoption does not automatically improve organizational performance; instead, its value is realized when AI is integrated into HRM practices that enhance talent management, employee development, and workforce effectiveness. Thus, AI-aided HRM functions as a capability through which AI resources are transformed into organizational value.

Third, the study complements the Technology–Organization–Environment (TOE) framework by emphasizing that successful AI implementation depends not only on technological readiness but also on organizational processes and managerial practices. Although the TOE framework has traditionally been used to explain technology adoption, the present study highlights that organizational benefits arise after adoption, through the effective integration of AI into HR systems. This extends the application of the TOE framework from explaining technology adoption decisions to understanding technology-enabled organizational outcomes.

Finally, the study contributes to the literature on digital transformation by integrating insights from AI, strategic HRM, and organizational performance into a single conceptual framework. The proposed model highlights the interconnected roles of technological capability, HRM capability, and organizational outcomes, offering a foundation for future research to examine additional mediating and moderating mechanisms, such as digital leadership, organizational learning, employee digital competencies, or innovation capability. Consequently, the study provides a useful theoretical platform for further investigations into AI-aided organizational transformation across different industries and institutional contexts.

Practical Implications

The findings of this study provide several practical implications for organizational leaders, human resource (HR) professionals, policymakers, and technology providers seeking to leverage Artificial Intelligence (AI) to improve organizational performance.

First, the study highlights that AI should be viewed as a strategic organizational capability rather than merely an automation tool. Organizations should integrate AI into core HR functions, including recruitment, employee selection, performance management, learning and development, and workforce planning. Such integration enables HR professionals to make faster, more objective, and data-driven decisions, thereby improving workforce efficiency and overall organizational performance.

Second, the results emphasize the importance of developing AI-aided HRM practices as a mechanism for translating AI investments into organizational value. Simply investing in AI technologies may not yield substantial performance improvements unless organizations redesign HR processes to effectively utilize AI. Managers should therefore align AI implementation with HR strategies, ensuring that technological innovations support talent management, employee engagement, and organizational objectives.

Third, organizations should invest in employee training and digital capability development to maximize the benefits of AI adoption. HR professionals and employees need the knowledge and skills to effectively interact with AI-based systems. Continuous training programs focusing on digital literacy, data analytics, and AI-assisted decision-making can improve employee acceptance of AI technologies and enhance organizational readiness for digital transformation.

Fourth, organizational leaders should establish ethical guidelines and governance mechanisms for AI implementation within HRM. Since AI applications frequently involve employee data and algorithmic decision-making, organizations should ensure transparency, fairness, accountability, and compliance with data privacy regulations. Regular audits of AI systems can help identify and reduce algorithmic bias, thereby promoting employee trust and responsible AI use.

Finally, technology developers and HR software providers should design AI solutions that complement, rather than replace, human decision-making. AI systems should support HR professionals by providing predictive insights, intelligent recommendations, and data-driven analyses while preserving managerial judgment in complex decisions involving employee well-being, diversity, and organizational culture.

Overall, the findings suggest that organizations can achieve greater organizational performance by strategically integrating AI into HRM practices, investing in workforce capabilities, and establishing governance structures that ensure ethical and effective AI implementation. These practical implications provide a roadmap for organizations seeking to realize the full potential of AI-driven human resource management in an increasingly digital business environment.

CONCLUSION

To achieve organizational objectives and goals, Artificial Intelligence (AI) plays an integral part in the field of human resource management. The prime factor of human resource management has been changed from administrative job to strategic part where the main role is played by Artificial Intelligence (AI) which is aided by data management system, proper workforce system and organizational keenness. This transformation has been noticed and currently this study has been examined the bondage between organizational performance and AI acceptance by analyzing the intermediate role of Artificial Intelligence (AI) for HRM practices.

It is evident from the findings that using AI has positive impact or influence on the organizational performance specially in the HRM practices. This study also emphasizes that the introduction of AI in the field of HRM practices smooths the overall functioning of recruitment, training, performance appraisal and human resource planning. This study also further focuses that AI alone cannot be sufficient enough to get the utmost benefit unless it is guided by proper human resource strategist.

In the view of theoretical point, this study has an enormous contribution in both Resource Based View (RBV) as well as Technology-Organization-Environment (TOE) framework. It also demonstrates that when AI blends with HRM process then it creates a pragmatic result in achieving organizational objectives. By recognizing the impact of AI as the mobilizing factor to enhance the organizational performance which elaborates that sustainable organizational value is more predominant.

As per the practical point of view, the study emphasizes that AI should be considered or viewed as an integral tool for operational activities or automation. However, AI should be aligned with HRM in aiming to strengthen the regular HR activities such as employee training, digital capability building, legal and ethical ascendency and proper performance appraisal.

In spite of these contributions, the study has quite a number of limitations or hindrances. As this research is cross-sectional designed based which creates a boundary to draw a causal inference and most importantly outcome or finding may differentiate across different sectors, factories or different organizations across different countries.

In conclusion, this study highlights that an organization would only be benefited when AI will blend its activities with proper human resource management practices and alone AI is not sufficient at all to get the best outcome from this technology. Proper HR alignment with AI would make sure Synergistic outcome in economical,

innovative and industrial performance sectors. As, it is inevitable to use AI in the future, HRM practices must be effectively aligned with it to get the best result to stay competitive in the market.

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