

From Automation to Intelligence: Human Resource Practices in India's IT Sector: A TCCM-Based Systematic Review

Anshita Chouhan

Research Scholar, DAVV, Indore

Dr. Madhuri Gehi

Assistant Professor

IPS Academy, Institute of Business Management and Research, Indore

Dr. Nidhi Jhawar

Associate Professor

IPS Academy, Institute of Business Management and Research, Indore

ABSTRACT

Artificial Intelligence (AI) is quickly changing Human Resource (HR) practices in organizations worldwide, with India's Information Technology (IT) sector leading this change. This paper presents a systematic literature review employing the Theory-Context-Characteristics-Methodology (TCCM) framework to evaluate the effectiveness of AI in HR functions, namely recruitment and selection, performance management, employee engagement, learning and development, and workforce analytics. Drawing on 52 peer-reviewed studies published between 2018 and 2025, along with authoritative industry reports from NASSCOM, McKinsey, Gartner, SHRM, and the World Economic Forum, this review synthesizes the theoretical framework, contextual deployment patterns, key constructs of effectiveness, and dominant research methodologies. The global AI-in-HR market, valued at USD 3.25 billion in 2023 and projected to reach USD 15.24 billion by 2030 (CAGR 24.8%), underscores the urgency of a rigorous evaluation. In India, 72% of organizations have integrated AI into HR software (Capterra, 2025), with the IT sector showing the highest adoption intensity. The review identifies significant research gaps, particularly the absence of region-specific empirical studies from emerging IT corridors such as Madhya Pradesh, and proposes a conceptual model for contextualized AI-HR effectiveness. The findings offer theoretical contributions and practical implications for HR practitioners, policymakers, and future researchers.

Keywords: Artificial Intelligence, Human Resource Management, IT Sector, India, TCCM Framework, Systematic Review, Recruitment, Performance Management, Employee Engagement

Introduction

The intersection of Artificial Intelligence (AI) and Human Resource Management (HRM) represents one of the most significant developments in contemporary organizational science. As AI technologies – including machine learning,

natural language processing (NLP), predictive analytics, and robotic process automation (RPA) – penetrate organizational ecosystems, they fundamentally alter how people are recruited, developed, evaluated, and retained (Stone et al., 2024; Rodgers et al., 2023). This shift is especially significant for the Indian IT sector, which has long

been seen as the backbone of the nation's service economy.

India's IT industry employs approximately 5.43 million professionals as of FY2024, contributing nearly USD 254 billion in revenue and representing 7.5% of GDP (NASSCOM Strategic Review, 2024). The sector makes up more than 51% of India's total service exports and is a key area for digital innovation. Against this backdrop, the deployment of AI in HR functions is no longer optional; it is strategic. Industry data indicate that 72% of Indian organizations have integrated AI features into their HR software (Capterra India HR Software Trends Survey, 2025), and the EY-CII Enterprise AI Report confirms that 47% of Indian enterprises currently have multiple AI use cases live in production.

However, despite its rapid adoption, empirical evidence on the effectiveness of AI in HR practices, particularly within India's IT sector, remains scattered. The existing literature is dominated by Western-centric studies (Böhmer & Schinnenburg, 2023; Nawaz et al., 2024), leaving significant contextual gaps regarding how AI performs in India's unique socio-cultural, regulatory, and organizational environment. More critically, tier-2 IT cities and emerging technology corridors, such as those forming in Madhya Pradesh, remain almost entirely absent from the research map, offering an interesting field for further study.

This study addresses this gap by conducting a Theory-Context-Characteristics-Methodology (TCCM)-based systematic literature review. The TCCM framework, originally proposed by Paul and Rosado-Serrano (2019) and extensively applied in international business and management research (Paul et al., 2021; Singh & Basu, 2023), provides a structured lens through which theoretical foundations, contextual settings, key constructs, and research methods employed in AI-HR literature can be synthesized

and evaluated. The review covers 52 studies from 2018 to 2025 drawn from Scopus, Web of Science, and EBSCO databases.

Research Objectives

This study pursues the following objectives.

1. To map the theoretical foundations underpinning AI adoption in HR practices.
2. To identify the contextual settings (industries, geographies, firm sizes) in which AI-HR effectiveness has been studied.
3. To evaluate the key characteristics (constructs and outcomes) associated with AI effectiveness in HR.
4. To examine the methodological approaches employed in prior studies.
5. To identify research gaps and propose an agenda for region-specific empirical investigations.

AI in HR: Global and Indian Landscape

Global Market and Growth Trajectory

The global artificial intelligence in HR market was valued at USD 3.25 billion in 2023 and is projected to reach USD 15.24 billion by 2030, registering a Compound Annual Growth Rate (CAGR) of 24.8% from 2024 to 2030 (Grand View Research, 2024). This exponential growth is driven by the automation of recruitment processes, real-time workforce analytics, and demand for personalized employee experiences. Cloud-based deployment dominates the market and accounted for the largest revenue share in 2023.

Key statistics underscore the depth of AI integration in global HR practices.

- As of 2024, approximately 50% of organizations worldwide have integrated AI tools into their HR departments (Gartner, 2024).

- AI-powered recruitment tools reduce time-to-hire by an average of 50% and recruitment costs by up to 30% (SHRM 2024).
- Predictive AI can anticipate employee turnover with 87% accuracy (BetterUp, 2023).
- 58% of organizations use AI for performance management, and 65% of HR professionals believe it improves management efficiency (Engagedly, 2023).
- AI reduces bias in performance reviews by 25% and predicts leadership potential with an accuracy of 80% (McKinsey, 2023).
- Notably, 99% of Fortune 500 companies employ AI in their recruitment processes (LinkedIn Talent Solutions, 2024).

AI in HR: The Indian IT Context

India's IT sector presents a distinctive context for examining AI-HR effectiveness. With a total employee base of 5.43 million (NASSCOM, 2024) and a talent pool, India is positioning itself as the world's AI powerhouse, ranking second globally in AI project contributions on GitHub in 2024 at 19.9% (Stanford AI Index, 2024). The sector faces

both opportunities and significant challenges.

According to the BCG-NASSCOM Report (2024), India's AI market is growing at a CAGR of 25–35% annually. AI-related job demand in India is projected to cross 1 million by 2026 (NASSCOM, 2025); however, as of 2024, only approximately 16% of IT professionals are AI-skilled (Ministry of Electronics & IT, India). India has witnessed a 25% year-on-year increase in job applications, reaching 70 million in 2024 (Straits Research, 2024), which places enormous pressure on AI-driven recruitment tools. Tech Mahindra's implementation of its AI-driven HRM system, SPARK¹ (Smart Platform for Augmented Resources and Knowledge), which integrates recruitment, performance management, and career development, represents how large IT firms are deploying AI as a strategic HR tool (Rajkumar et al., 2024).

However, its adoption has been uneven. While metro-centric IT hubs (Bengaluru, Hyderabad, Pune, and Chennai) report high AI-HR integration, tier-2 IT cities, including Indore and Bhopal in Madhya Pradesh, home to firms such as TCS, Infosys, Impetus Technologies, and Yash Technologies, have received scant academic

Table 1: Key AI-in-HR Statistics – Global vs. India IT Sector

Indicator	Global	India IT Sector
AI-in-HR Market Size (2023)	USD 3.25 Billion	~USD 0.38 billion (est.)
Projected Market Size (2030)	USD 15.24 Billion (CAGR 24.8%)	USD 1.5+ Billion (CAGR 25–35%)
AI in HR Software Integration	~50% of organizations (Gartner)	72% of organizations (Capterra, 2025)
Reduction in Time-to-Hire	Up to 50% (SHRM, 2024)	35–45% (IBM India, 2023)
Employee Turnover Prediction Accuracy	87% (BetterUp, 2023)	78% in IT firms (Nawaz et al., 2024)
AI-Skilled IT Workforce	~30% (WEF, 2023)	~16% (MeitY, 2024)
AI-related Job Demand (2026)	97 million new roles (WEF)	1 million+ (NASSCOM, 2025)

Source: Compiled by the authors from NASSCOM (2024), Grand View Research (2024), Gartner (2024), SHRM (2024), Capterra (2025), and BCG-NASSCOM (2024).

attention. India's overall IT attrition rate has declined from 18.7% in 2023 to 17.1% in 2025 (Aon Annual Survey, 2025), reflecting some stabilization. However, the deployment of AI in talent retention strategies in smaller IT markets remains under-researched.

Review Methodology

Search Strategy and Inclusion Criteria

This systematic review followed the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) protocol. A structured database search was conducted in Scopus, Web of Science (WoS), EBSCO Business Source Complete, and Google Scholar for articles published between January 2018 and March 2025. Search strings combined terms: ("Artificial Intelligence" OR "AI" OR "Machine Learning") AND ("Human Resource Management" OR "HRM" OR "HR Practices") AND ("IT Sector" OR "Information Technology" OR "Software Industry") AND ("India" OR "effectiveness" OR "adoption").

The initial search yielded 318 papers that were screened. After removing duplicates ($n = 64$), screening titles and abstracts ($n = 147$ excluded), and full-text assessment for eligibility ($n = 55$ excluded for scope mismatch), 52 articles were retained for the review. Additionally, 18 industry reports and grey-literature documents from NASSCOM, SHRM, McKinsey, Gartner, the WEF, BCG, EY-CII, and Capterra were included as secondary data sources.

The TCCM Framework

The TCCM framework: Theory, Context, Characteristics, Methodology was first systematically articulated by Paul and Rosado-Serrano (2019) in the context of internationalization research and has since been applied across diverse management domains, including

digital HRM (Bindra et al., 2025), AI in recruitment (Tanwar et al., 2025), and sustainability reporting (Paul et al., 2024). The framework enables reviewers to:

- **Theory:** identifies the dominant theoretical lenses framing the research;
- **Context:** map the empirical settings (industries, countries, organization types, time periods);
- **Characteristics:** synthesize the key constructs, variables, and outcomes studied;
- **Methodology:** The research designs, sampling strategies, and analytical tools deployed were catalogued.

TCCM Analysis

Theory

The existing body of literature reflects a rich but dispersed theoretical landscape, within which five dominant perspectives can be identified:

Technology Acceptance Model (TAM) Davis (1989): TAM remains the most frequently employed framework (found in 38% of reviewed studies), explaining the individual adoption of AI-HR tools through perceived usefulness and ease of use. Nawaz et al. (2024) applied TAM to 274 IT employees in Chennai, confirming that perceived usefulness significantly predicts AI adoption for HRM tasks such as attendance management, appraisal, and talent analytics.

Task-Technology Fit Theory (TTF) Goodhue and Thompson (1995): TTF posits that technology improves performance when its capabilities align with the task demands. Goswami et al. (2023) applied TTF in the Indian pharmaceutical sector and demonstrated that task-technology fit mediates AI adoption for HRM. Parallel logic applies to the IT sector, where AI tools that handle high-volume, data-intensive

HR tasks demonstrate a superior fit.

Resource-Based View (RBV) Barney (1991): RBV frames AI as a strategic resource that, when integrated into HR systems, generates a sustainable competitive advantage. Sharma and Sharma (2022) applied the RBV to explain how HR analytics and AI contribute to firm-level talent management outcomes, reducing attrition and improving workforce quality.

Institutional Theory DiMaggio and Powell (1983): This lens explains AI adoption through normative, mimetic, and coercive isomorphism. IT firms adopt AI in HR partly due to competitive mimicry (following Infosys, TCS, and Wipro) and partly due to regulatory pressure, especially in the wake of India's Digital Personal Data Protection (DPDP) Act, 2023.

Social Exchange Theory (SET) Blau (1964): SET is employed in studies examining how AI-mediated HR practices influence employee trust, engagement and cooperation between employees and organizations. Asfahani (2024) demonstrated that when employees perceive AI-driven feedback as fair and transparent, positive social exchange effects on engagement and retention follow.

Context

The contextual analysis of the 52 reviewed studies revealed significant concentration and notable absences. Geographically, 61% of the studies originated from the United States, the UK, or Western Europe. India-focused studies constitute approximately 18% (nine studies), predominantly set in Chennai, Bengaluru, Hyderabad, and Mumbai, all tier-1 IT hubs. No published academic study has specifically examined the effectiveness of AI in HR practices in tier-2 IT cities of Madhya Pradesh (Indore, Bhopal, and Jabalpur), representing a critical research gap.

By organization type, 74% of reviewed studies focused on large IT enterprises (500+ employees), while SMEs and start-ups — which constitute a significant component of the emerging IT ecosystem — represent only 19% of the contextual base. This imbalance is particularly concerning because Madhya Pradesh's IT sector is far more diverse than the existing literature suggests. Alongside the presence of large firms such as TCS Indore, Infosys, and Wipro, the state also hosts a thriving network of mid-sized companies, including Impetus Technologies, Yash Technologies, and Systematix Infotech, as well as a growing start-up ecosystem supported by Crystal IT Park, the Super Corridor in Indore, and Startup MP initiatives in Bhopal.

Characteristics: Key Constructs and Effectiveness Outcomes

The effectiveness of AI in HR practices can be understood through five key functional areas, each linked to specific measurable outcomes:

(i) Recruitment and Talent Acquisition

AI has demonstrated transformative effectiveness in recruitment processes. Resume screening powered by NLP algorithms can process thousands of applications in seconds, with 75% of recruiters reporting that AI speeds up the hiring process (SHRM 2024). Predictive analytics enhances talent matching by 67%, whereas AI-driven interview analytics improves hiring accuracy by 40% (McKinsey, 2023). In India, the volume challenge is critical; the country recorded 70 million job applications in 2024, a 25% year-on-year increase (Straits Research, 2024), making AI-assisted screening crucial. Prikhat et al. (2023) further demonstrated that AI augments HR functions by reducing unconscious recruiter bias through structured algorithmic screening, improving workforce diversity by 35%.

Table 2: TCCM Framework Applied to AI-HR Literature – India IT Sector

Dimension	Dominant Finding	Key Studies	Research Gap
Theory	TAM (38%), RBV (21%), TTF (17%), Institutional (14%), SET (10%)	Nawaz et al. (2024); Goswami et al. (2023); Sharma & Sharma (2022)	Integrated multi-theory models are rare; TAM is dominant but insufficient for ethical dimensions.
Context	IT sector is dominant; tier-1 cities; large enterprises	Benchaita (2024); Asfahani (2024); Rajkumar et al. (2024)	Tier-2 cities (MP, Jharkhand, Odisha) absent; SMEs understudied.
Characteristics	Recruitment efficiency, performance accuracy, engagement scores, L&D personalisation, cost reduction	Rodgers et al. (2023); Stone et al. (2024); Böhmer & Schinnenburg (2023)	Long-term outcomes (3+ years); intersectionality of AI-HR outcomes and cultural fit.
Methodology	Survey/quantitative (62%); SLR (21%); Case study (11%); Mixed (6%)	Paul & Rosado-Serrano (2019); Bindra et al. (2025); Tanwar et al. (2025)	Longitudinal studies, qualitative, and ethnographic research are largely absent.

Source: Authors' synthesis of the reviewed literature (2018–2025).

(ii) Performance Management

AI-enabled performance management systems utilize continuous data streams, including productivity metrics, peer feedback, and goal completion rates, to provide real-time, bias-reduced appraisals. Research indicates that 58% of organizations use AI for performance management, with AI-driven performance improving productivity by 22% (Engagedly 2023). AI reduces bias in performance reviews by 25%, whereas AI-based evaluations predict leadership potential with 80% accuracy (BetterUp, 2023). TechMahindra's SPARK platform demonstrates this integration in the Indian IT context, linking performance data directly to career development pathways (Rajkumar et al., 2024).

(iii) Employee Engagement and Retention

Sentiment analytics and conversational AI

(chatbots) enable HR teams to monitor and respond to employee engagement in near real time. AI-driven engagement surveys increase response rates by 45%, providing more honest and timely organizational insights. Predictive turnover models achieve 87% accuracy (BetterUp, 2023), enabling proactive retention intervention. In India's IT sector, where attrition has historically ranged between 15% and 25% annually, these capabilities are particularly valuable. However, the BCG 2025 survey found that 48% of Indian employees fear job displacement from AI, creating a paradox in which AI-driven HR tools can simultaneously improve engagement metrics while generating anxiety that undermines long-term commitment.

(iv) Learning, Development, and Reskilling

AI personalizes learning pathways through adaptive learning platforms, improving training

efficiency by 45% (SHRM, 2024). By 2025, 60% of corporate training programmes will be AI-driven. India's challenge is particularly critical: NASSCOM (2025) reports that AI-related job demand will cross 1 million by 2026, yet only 16% of IT professionals are currently AI-skilled. AI-driven upskilling is essential, therefore not merely an HR efficiency question; it is a national competitiveness priority. The Government of India's IndiaAI Mission (₹ 10,000 crore) and NASSCOM's FutureSkills Prime program both reflect this urgency.

(v) Workforce Analytics and Strategic HR

AI-powered HR analytics enables organizations to shift from reactive to predictive talent management. Key applications include attrition forecasting, succession planning, compensation benchmarking, and skill gap identification. Benchaita (2024) and Böhmer and Schinnenburg (2023) establish that AI-powered workforce analytics significantly improve the quality of strategic HR decision-making. In the Indian IT sector, where human capital is the primary source of competitive advantage, the ability to predict attrition, identify high-potential employees, and model workforce scenarios delivers measurable strategic value.

Methodology

The methodological landscape of AI-HR research is dominated by quantitative methods. Survey-based quantitative studies accounted for 62% of the reviewed literature, with structural equation modelling (SEM), particularly PLS-SEM, being the most frequently applied analytical technique. Systematic literature reviews (SLRs) constitute 21% of the corpus, including this study. Case studies account for 11% of the literature, with notable contributions from studies of Indian IT firms (Rajkumar et al., 2024; Nawaz et al., 2024). Mixed-method designs remain rare, accounting for only 6%.

However, this methodological homogeneity presents some limitations. The preponderance of cross-sectional survey data limits causal inferences about AI-HR effectiveness over time. Longitudinal studies, which are essential for understanding whether AI-driven HR improvements are sustained, are conspicuously absent. Qualitative and ethnographic methods, which can illuminate employee experiences and the cultural dynamics of AI adoption, are similarly underrepresented. Furthermore, the near-exclusive reliance on self-reported data introduces common method bias, a weakness acknowledged across several studies (Goswami et al., 2023; Sharma & Sharma, 2022).

Conceptual Framework: AI-HR Effectiveness in India's IT Sector

Drawing on TCCM synthesis, this study proposes a conceptual model for evaluating AI effectiveness in HR practices within the Indian IT sector. The model proposes three key conditions that influence the outcome Technological Readiness, Organizational Preparedness, and Perceived Benefit as predictors of AI Adoption in HR. AI Adoption, in turn, drives HR Functional Effectiveness across the five domains identified in Section 4.3. Effectiveness outcomes are moderated by Contextual Factors (firm size, city tier, regulatory environment) and mediated by Employee Trust and Cultural Alignment constructs that are theoretically grounded in Social Exchange Theory and Institutional Theory, respectively.

This model advances existing frameworks (Goswami et al., 2023; Nawaz et al., 2024) by explicitly incorporating the moderating role of geographic and organizational context, a dimension that is critical for future empirical validation in tier-2 IT markets such as Madhya Pradesh, where contextual conditions differ significantly from established IT metros in terms of infrastructure maturity, talent availability, organizational culture, and AI literacy levels.

Findings and Discussion

AI is Effective – But Context Matters

The evidence from the 52 studies reviewed in this research indicates that AI can significantly enhance HR practices, particularly in recruitment, performance management, and learning and development (L&D).

The global statistics are compelling: recruitment costs decreased by 30%, time-to-hire decreased by 50%, turnover prediction at 87% accuracy, and performance bias reduced by 25%. However, a critical finding of this review is that effectiveness is not uniform; it is mediated by organizational context, cultural fit, employee trust, and implementation quality.

In India, the cultural dynamics of HRM are often shaped by hierarchical structure, interpersonal relationships, and respect for authority. Such characteristics can sometimes conflict with AI driven systems that rely on standardize, data based, and objective decision making (Kumar & Jain, 2023; Rajkumar et al., 2024). Organizations that acknowledge and accommodate Indian cultural norms while implementing AI solutions achieve higher adoption rates and better outcomes. This underscores the necessity of designing AI-HR solutions that are responsive to regional and cultural differences, rather than replicating Western frameworks without adaptation.

The Madhya Pradesh Research Gap

A significant finding of this review is the complete absence of published empirical research on the effectiveness of AI in HR practices in Madhya Pradesh's IT sector. This is notable given the state's growing IT significance: Indore's IT exports crossed the USD 1 billion mark in 2020, and the city's Crystal IT Park and Super Corridor host subsidiaries of TCS, Infosys, Wipro, Impetus Technologies, and Yash Technologies, alongside

a growing start-up ecosystem nurtured by government programs such as Startup MP. Bhopal's emerging technology cluster, including AI Labs Bhopal, Protomate.AI, and Synax.AI, represents a nascent but significant IT presence supported by MANIT and LNCT's technical talent output.

The absence of research in this context means that HR practitioners in the region lack evidence-based guidance for AI adoption decisions. This also means that academic knowledge about AI-HR effectiveness is systematically biased toward organizational contexts that may not represent the majority of India's IT workforce experience. Future research should address this gap through primary empirical investigations.

Ethical and Regulatory Dimensions

The DPDP Act 2023 and DPDP Rules 2025 introduce significant obligations for employee data governance, with penalties of up to 250 crores for non-compliance. Background verification, sentiment analysis, and predictive analytics tools must be reassessed under this regulatory framework. However, only 12% of the reviewed studies explicitly addressed data ethics or regulatory compliance in the AI-HR context, representing a significant gap between practice and scholarship. The BCG 2025 survey found that 48% of Indian employees fear job displacement from AI, and the IIM-Ahmedabad (2024) study confirmed that 68% of white-collar workers fear automation of their roles within five years. This signals that the psychological and ethical dimensions of AI deployment in HR deserve far greater research attention.

Research Agenda and Future Directions

- Based on the TCCM analysis, this review proposes the following agenda for future research.
- Primary empirical studies on AI-HR effectiveness

eness in tier-2 IT cities particularly Indore, Bhopal, and Jabalpur using validated survey instruments and structural equation models.

- Longitudinal research designs to assess the sustainability of AI-driven HR improvements over 3–5-year periods.
- Mixed-method studies combining quantitative effectiveness metrics with qualitative exploration of employee experience, trust, and cultural adaptation.
- Comparative studies between metro and tier-2 IT markets to develop context-sensitive models of AI-HR adoption and effectiveness.
- Research on SME-specific AI-HR adoption challenges, given the dominance of SMEs in emerging IT ecosystems, is limited.
- Studies on ethical AI governance in Indian HR, particularly considering the DPDP Act of 2023 and employee anxiety around AI-driven displacement.

Conclusion

This paper has presented a comprehensive TCCM-based systematic review of AI effectiveness in HR practices within India's IT sector, integrating 52 peer-reviewed studies and 18 authoritative industry reports. The evidence is unambiguous: AI is demonstrably effective in transforming HR practices reducing recruitment costs by up to 30%, cutting time-to-hire by 50%, improving performance management accuracy, personalizing learning at scale, and enabling predictive workforce analytics that significantly enhance strategic HR decision-making. Yet the review reveals important complexities. Effectiveness is context-dependent, culturally mediated, and subject to ethical constraints that existing research insufficiently addresses.

India's IT sector, while leading AI adoption at

72% integration (Capterra, 2025), faces unique challenges rooted in cultural HRM values, an emerging AI talent base (only 16% of IT professionals are AI-skilled), and an evolving regulatory landscape. The TCCM analysis further exposes a critical geographic gap: tier-2 IT markets, particularly in Madhya Pradesh, are entirely absent from the research map despite their growing economic significance.

This gap highlights both a limitation in existing literature and a significant challenge for organizations seeking to translate research into practice. HR practitioners in Indore, Bhopal, and Jabalpur lack evidence-based frameworks for AI adoption decisions. Future research is needed to address this gap, particularly through longitudinal and mixed-method studies that build on the integrated framework proposed in this review. Such research can provide a deeper understanding of how AI adoption evolves and how its impact varies across different organizational contexts.

As India continues to strengthen its position as a global leader in AI, research efforts must keep pace with industry developments. The growth of AI is no longer confined to established technology hubs; it is increasingly shaping organizations across emerging IT ecosystems, including those in Central India. To remain relevant and impactful, scholarly inquiry must extend beyond traditional centers of innovation and engage with the regions and industries driving the next phase of AI-enabled transformation.

References

- Asfahani, A. M. (2024). Integrating AI in human resource management: Opportunities and challenges in the digital era. *International Journal of Human Resource Studies*, 14(2), 45–63.
- Barney, J. B. (1991). Firm resources and sustained competitive advantage. *Journal of*

Management, 17(1), 99–120.

- BCG-NASSCOM. (2024). The future of AI in India: Market growth and workforce impact. Boston Consulting Group & National Association of Software and Service Companies.
- Benchaita, K. (2024). Integrating HR analytics and AI in the IT sector: Data-driven decision-making. *Journal of Work-Applied Management*, 16(1), 78–95.
- BetterUp. (2023). AI-driven coaching and productivity report 2023. BetterUp Research.
- Bindra, S., Bhattacharya, S., & Bhattacharya, S. (2025). Traditional to digital: Human resource management transformation. *Journal of Work-Applied Management*.
- Blau, P. M. (1964). Exchange and power in social life. John Wiley & Sons.
- Böhmer, N., & Schinnenburg, H. (2023). Critical exploration of AI-based HRM to build up a framework for 'socially responsible AI in HRM'. *AI & Society*, 38(4), 1513–1528.
- Capterra India. (2025). HR software trends survey 2025: AI integration and workforce analytics. Capterra Research.
- Cascio, W. F., & Boudreau, J. W. (2010). Investing in people: Financial impact of human resource initiatives (2nd ed.). FT Press.
- Davis, F. D. (1989). Perceived usefulness, perceived ease of use, and user acceptance of information technology. *MIS Quarterly*, 13(3), 319–340.
- DiMaggio, P. J., & Powell, W. W. (1983). The iron cage revisited: Institutional isomorphism and collective rationality in organizational fields. *American Sociological Review*, 48(2), 147–160.
- Engagedly. (2023). State of AI in HR 2023. Engagedly Inc.
- EY-CII. (2024). Enterprise AI report: AI adoption in Indian enterprises. Ernst & Young / Confederation of Indian Industry.
- Gartner. (2024). Artificial intelligence in HR: Market and adoption report. Gartner Research.
- Goodhue, D. L., & Thompson, R. L. (1995). Task-technology fit and individual performance. *MIS Quarterly*, 19(2), 213–236.
- Goswami, M., Jain, S., Alam, T., Deifalla, A. F., Ragab, A. E., & Khargotra, R. (2023). Exploring the antecedents of AI adoption for effective HRM practices in the Indian pharmaceutical sector. *Frontiers in Pharmacology*, 14, 1215706.
- Grand View Research. (2024). Artificial intelligence in HR market size and share report, 2030. Grand View Research.
- IIM Ahmedabad. (2024). AI and white-collar employment: Perceptions of Indian knowledge workers. Indian Institute of Management Ahmedabad Research Report.
- Kumar, S., & Jain, A. (2023). AI adoption in Indian organizations: Cultural and technological perspectives. *International Journal of Human Resource Management*, 34(8), 1587–1614.
- LinkedIn Talent Solutions. (2024). Future of recruiting 2024. LinkedIn Corporation.
- McKinsey & Company. (2023). The state of AI in 2023: Generative AI's breakout year. McKinsey Global Institute.
- Ministry of Electronics & Information Technology (MeitY), Government of India. (2024). AI readiness and skilling in India's IT workforce. New Delhi: Government of India.

- NASSCOM. (2024). Technology sector in India: Strategic review 2024. National Association of Software and Service Companies.
- NASSCOM. (2025). Future of work 2025: AI-related job demand in India. National Association of Software and Service Companies.
- Nawaz, N., Arunachalam, H., Pathi, B. K., & Gajenderan, V. (2024). The adoption of artificial intelligence in human resources management practices. *International Journal of Information Management Data Insights*, 4(1), 100208.
- Paul, J., & Rosado-Serrano, A. (2019). Gradual internationalization vs born-global/international new venture models: A review and research agenda. *International Marketing Review*, 36(6), 830–858.
- Paul, J., Merchant, A., Dwivedi, Y. K., & Rose, G. (2021). Writing an impactful review article: What do we know and what do we need to know? *Journal of Business Research*, 133, 337–340.
- Priksat, P., Bhattacharya, S., & Kumar, S. (2023). AI-augmented HR: Implications for talent acquisition, diversity, and employee experience. *Human Resource Management Review*, 33(4), 100936.
- Rajkumar, S., et al. (2024). AI-driven human resource management in India. *KUEY Journal of Management Research*, 10(2), 286–312.
- Rodgers, W., Murray, J. M., Stefanidis, A., Degbey, W. Y., & Tarba, S. Y. (2023). An artificial intelligence algorithmic approach to ethical decision-making in human resource management processes. *Human Resource Management Review*, 33(1), 100925.
- ServiceNow / Pearson. (2024). AI skills and jobs report India 2024. ServiceNow Inc.
- Sharma, A., & Sharma, T. (2022). HR analytics and artificial intelligence in human resource management: A systematic literature review. *Personnel Review*, 52(1), 262–281.
- SHRM. (2024). 2024 talent trends: Artificial intelligence in HR. Society for Human Resource Management.
- SHRM. (2026). The state of AI in HR 2026 report. Society for Human Resource Management.
- Singh, G., & Basu, S. (2023). Mapping the research landscape of digital transformation in HRM: A systematic review. *International Journal of Human Resource Management*, 34(15), 2891–2928.
- Stanford University. (2024). AI index report 2024. Stanford Institute for Human-Centered Artificial Intelligence (HAI).
- Stone, D. L., Deadrick, D. L., Lukaszewski, K. M., & Johnson, R. (2024). The influence of AI on the future of HRM: Opportunities and challenges. *Human Resource Management Review*, 34(2), 101024.
- Straits Research. (2024). AI recruitment market report 2033. Straits Research Inc.
- Tanwar, A., Mittal, S., & Mehta, P. (2025). Reimagining recruitment: Traditional methods meet AI interventions — A 20-year assessment (2003–2023). *Cogent Business & Management*, 12(1).
- World Economic Forum. (2023). The future of jobs report 2023. World Economic Forum, Geneva.