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Intelligent Recruitment and Digital Employee Governance: The New Age of AI-Based HRM in IT Sector

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Abstract

The use of Artificial Intelligence (AI) in Human Resource Management (HRM) is revolutionizing the way IT organizations attract, select and manage their staff. This article explores the use of AI-based recruitment methods and digital tools for personnel management of the IT companies in the National Capital Region (NCR) of India. In contrast to many previous studies focusing on Western markets, this analysis examines the distinct obstacles, adoption trends, and impacts observed in the Indian IT ecosystem, which employs more than 5.4 million professionals and generates $254 billion in sales in FY 2024. Recent worldwide statistics, peer-reviewed literature and sector-specific data are used in the study to discuss themes like algorithmic screening, predictive attrition management, digital performance monitoring, and the ethical concerns of AI in HRM. Findings reveal that while AI substantially increases efficiency in recruiting (cutting time-to-hire by as much as 31%), it also poses issues including algorithmic bias, employee surveillance, and data privacy, which necessitate robust governance systems. The report ends with a policy framework for responsible integration of AI and HRM in the IT sector.

Keywords: AI in HRM, Digital Employee Governance, Intelligent Recruitment, IT Sector, Algorithmic Bias

1. INTRODUCTION

Artificial Intelligence is not a future prospect in Human Resource Management, it is now here. AI has revolutionized almost every HR job, from scanning thousands of candidates in seconds to forecasting which employees are likely to leave. The IT sector has been leading this shift, with a technology-first mindset and talent-intensive.

India's IT industry is a strong case study. According to NASSCOM (2024), India's technology industry has a workforce of around 5.43 million professionals and generated $254 billion in revenue during FY 2024. Yet the industry is under immense pressure: high attrition, intense worldwide competition for qualified individuals, rapid skill obsolescence and the requirement to build teams swiftly at all times. These pressures make AI-driven HRM not only attractive but practically imperative. The National Capital Region (NCR) – which includes Delhi, Gurgaon, Noida and Faridabad – is home to hundreds of IT firms from huge multinationals such as Wipro, HCL and Tech Mahindra to mid-size product startups. This region is a unique topic of study as it mixes business level AI deployment with problems common to developing economies such as gaps in digital literacy, regulatory instability and different labor demographics.

The fast development of Artificial Intelligence (AI) has affected many industries and Human Resource Management (HRM) is no exception. Various HR operations have been technologically transformed and recruitment and selection is one such activity. In IT business, the demand for competent workers is ever changing. Traditional techniques of hiring, including manual screening of resumes, in-person interviews and subjective decision-making, can be inefficient, biased and time-consuming in the process of acquiring talent. AI-driven recruiting solutions provide a data-driven method to improve the efficiency, accuracy, and fairness of the hiring process. Recruitment AI is mostly used via Applicant Tracking Systems (ATS), machine learning techniques, natural language processing (NLP) and predictive analytics. These technologies include automating candidate screening, shortlisting resumes using job-specific criteria, evaluating competencies using AI-based tests, and conducting video interviews with real-time face and audio analysis. AI-powered chatbots and virtual assistants further enhance the candidate experience by replying to queries, organizing interviews and delivering timely

information. This allows firms to dramatically cut the hiring time, costs and increase the quality of hire. One of the main benefits of AI in recruitment is its ability to reduce unconscious prejudice. Discrimination based on gender, race, educational background and other characteristics commonly plagues the traditional employment process. Well-designed AI focuses on skill-based recruiting, so that candidates are selected based on their capabilities rather than personal qualities. But concerns about data protection, algorithmic prejudice and ethical considerations are still major hurdles. If AI systems are educated on data that reflects previous biases, they risk perpetuating discrimination instead of mitigating it. Despite these hurdles, the outlook for AI in HR remains positive. Innovation-led IT industry is increasingly using AI-powered predictive hiring, skill gap analysis and workforce planning to connect talent acquisition tactics with business goals. The purpose of this article is to examine the disruptive role of AI in recruiting and selection, addressing its advantages, drawbacks, and ethical concerns, along with offering perspectives on the future impact of AI in the IT industry.

The paper is organized as follows: Section 2 covers the relevant literature on AI in HRM; Section 3 covers the data landscape, globally and sectorally; Section 4 discusses AI in recruitment and its effects, Section 5 discusses digital employee governance methods, Section 6 discusses ethical considerations and risks of prejudice, Section 7 discusses a governance structure, and Section 8 closes with recommendations.

2. LITERATURE REVIEW

Evolution of AI in HRM

The last few decades have seen a dramatic revolution in Human Resource Management (HRM). HR activities were initially mostly manual and paper-based and focused on personnel administration, record keeping, payroll processing and employee paperwork. Organizations gradually started moving towards Electronic Human Resource Management (e-HRM) in the 1990s by introducing digital technologies and software systems to automate routine HR functions such as attendance management, recruitment databases, payroll systems, employee records, online communication, etc. This move helped considerably to increase administrative efficiency, decrease paperwork, minimise human errors and speed up HR activities. But in the e-HRM period, HR's role remained essentially operational. The 2020s ushered in a new era of AI-driven intelligent HR systems, with AI technology supporting strategic decision-making, predictive analytics, employee engagement, workforce planning and personalized personnel management. AI has allowed firms to move beyond simple automation and towards intelligent, data-driven HR ecosystems that can make faster, more accurate and evidence-based decisions. Strohmeier and Piazza (2015) were among the first researchers to acknowledge the transformational potential of AI in HRM. They argued that AI algorithms could analyze vast quantities of organizational and employee data significantly more efficiently than humans. Intelligent solutions could help recruitment, employee assessment, workforce analytics and strategic planning by spotting trends and linkages that might be difficult to spot using standard HR methods, they said. Their work provided the conceptual groundwork for later AI-HRM research and emphasized the need of data-driven decision-making in human resource management in today's enterprises. Since then, research on AI in HRM has grown at a fast pace in academia and industry, across several sectors, especially in the technology industry, with its ever-changing workforce complexity and skill requirements.

According to a comprehensive review of studies published by PMC (2025) between 2015 and 2025, AI-powered HR systems and e-HRM platforms significantly improved strategic agility, organization responsiveness, and real-time decision-making in technology-focused organizations. AI technologies improved recruiting accuracy, sped up employee onboarding, enhanced workforce analytics, maximized performance management, and assisted with proactive HR planning, according to the report. The AI-enabled HR tools allowed firms to adapt swiftly to market shifts, personnel gaps and changing skills requirements. However, the

analysis revealed many fundamental hurdles that remain to hinder the large-scale use of AI in HRM. These include concerns around employee data privacy, algorithmic bias in recruiting and evaluation systems, lack of transparency in AI decision-making processes, ethical concerns, cybersecurity hazards, and opposition from employees who fear job displacement or intrusive monitoring. These challenges suggest that while AI can provide great benefits to organizations, its deployment requires strong ethical oversight, transparency and responsible data handling approaches.

Similarly, the Engagedly (2024) State of AI in HRM Report added to the expanding adoption of AI technology in organizational HR activities. In the report, which surveyed 209 HR directors across 26 industries, nearly 97 percent of respondents said they found Generative AI technologies highly useful for expediting recruiting and selection procedures. HR leaders said AI solutions decreased recruiting time, improved candidate screening efficiency, enhanced job matching accuracy and reduced tedious administrative work. Additionally, almost 88 percent of firms reported that they had already put in place internal processes, policies or digital transformation initiatives to help smoothly integrate AI-driven HRM systems within their organizations. The results of this survey clearly show that companies are increasingly seeing AI not just as a technology innovation but as a strategic business tool that can improve workforce management, employee experiences and organizational competitiveness. But the successful use of AI in HRM depends on a balance between technical efficiency and ethical responsibility, employee trust, corporate transparency and human-centred decision-making methods.

AI in Recruitment

AI has altered recruitment more than any other HR activity. The SHRM 2025 Talent Trends research found that 51% of firms today use AI expressly to support recruiting, with the most prevalent uses being authoring job descriptions (66%), evaluating resumes (44%), automating candidate searches (32%) and personalizing job ads (31%). Importantly, 89% of HR professionals that use AI in recruiting say it saves them time or makes them more efficient (SHRM, 2025). Insight Global (2024) surveyed 1,005 hiring managers throughout the U.S. and found that 74% of hiring managers feel AI can better assess a candidate's skill match for a post and 73% believe it can match applicants to roles they did not even apply for. The findings suggest that AI has a lot of potential to enhance the quality of hires beyond traditional job matching.

Algorithmic Management and Employee Governance

In addition to recruitment, AI is becoming interwoven into everyday employee management via what researchers have termed 'algorithmic management' – the use of automated tools to monitor, evaluate and steer employee behaviour. In the platform economy, data-driven supervision has become a mainstream management approach, altering the autonomy, responsibility and decision-making of employees at all levels (Keegan and Meijerink, 2025; Stark and Vanden Broeck, 2024). Research on algorithmic governance (arxiv, 2025) indicates that algorithmic governance systems improve operational efficiency but may impair job satisfaction of employees who value discretion and professional judgment substantially. The study pointed to the necessity of governance structures to combine algorithmic efficiency with human dignity and organizational justice.

Ethical Challenges and Bias in AI-HRM

In 2025, a significant peer-reviewed study released in ScienceDirect addressed bias hazards built in AI recruitment tools. It discovered that models trained on historical HR data can reinforce existing disparities, disproportionately impacting women, ethnic minorities, non-binary persons and those with impairments. The study concluded that 'algorithmic discrimination can stem from incorrect assumptions or inadequate datasets, resulting in misclassification, exclusion, or inequitable opportunities' (ScienceDirect, 2025). Also, a 2022

study referenced by jobspikr.com indicated that 61% of AI hiring tools taught on biased data reproduced discriminatory hiring behaviors. A 2023 survey indicated that 17% of training datasets used in recruitment were demographically diverse. The results indicate that the promise of AI to eliminate prejudice from hiring is mostly unrealized without intentional data control.

3. GLOBAL AND SECTORAL DATA LANDSCAPE

Market Size and Growth

Precedence Research (2025) states that the global AI in HR market was valued at around $7.01 billion in 2024 and is anticipated to increase to $30.77 billion by 2034, at a CAGR of 15.94%. The IT and telecom sector has the single greatest proportion of AI-HR applications at 22.10% of the market (Precedence Research, 2025).

Table 1: Global AI in HR Market — Key Metrics

Metric	Value
Market Value (2024)	$7.01 Billion
Market Value (2034 Projected)	$30.77 Billion
CAGR (2025–2034)	15.94%
IT & Telecom Market Share	22.10%
Recruitment & Talent Acquisition Share	27.30%
Cloud-based Deployment Share	74.20%

Source: Precedence Research, 2025

AI Adoption in HR Functions

According to SHRM's State of AI in HR report, which is based on a survey of 1,908 HR professionals conducted in December 2025, 39% of organizations currently have AI adopted in their HR functions and another 23% have AI deployed elsewhere in their organizations, for a total of 62% of organizations using AI somewhere. But less than half of firms are now using AI in HR explicitly. The most frequent practice area to use AI is Recruiting (27%), followed by HR Technology (21%), Learning and Development (17%), and Employee Experience (14%) (SHRM, 2025). In companies that use AI in hiring, the most important criteria to measure performance are increased productivity, cost savings, improved quality of decision making, and employee happiness (SHRM, 2025). Specifically, 92% of CHROs expect more AI integration in the workforce in 2025, and 87% foresee higher AI usage in HR processes, up from 83% in 2025 (SHRM, 2025).

Indian Specific Context

India is a very interesting case study. India's IT sector is one of the largest in the world, with almost 5.43 million professionals contributing to a market that earned $254 billion in FY 2024 (NASSCOM, 2024). Recent surveys reveal that 96 percent of Indian professionals utilize AI or generative AI tools in their work, and 94 percent believe that understanding these technologies is crucial for job advancement (Emeritus, 2025).

But the concerns are considerable. A research by IIM-Ahmedabad on white-collar workers reveals that 55% have adopted AI and 48% have been trained on it, yet 68% fear their jobs may be automated in five years. Similarly, Indian IT companies like as TCS, Infosys and Wipro have together let off nearly 60,000 staff as part of broader strategic realignment, driven partly by automation (Mandavia, 2024).

4. AI IN RECRUITMENT: PROCESS TRANSFORMATION IN IT COMPANIES

How AI Transforms the Recruitment Pipeline

The standard method of recruiting IT talent comprises several manual steps: sourcing

applicants, screening resumes, scheduling interviews, assessments and offers. AI techniques have brought automation to practically every step of this pipeline. The metamorphosis is summed up in the following figure:

Table 2: AI vs. Traditional Recruitment in IT Companies

Stage	Traditional Method	AI-Enabled Method
Job Posting	Manual writing & listing	AI-generated, customized JDs (66% adoption)
Sourcing	Job boards, referrals	Automated multi-platform search (58% use AI)
Screening	Manual resume review	AI screening & ranking (44% adoption)
Assessment	Written tests, panels	AI video interviews, coding assessments
Scheduling	HR coordinator coordination	Automated calendar integration
Offer & Onboarding	Manual paperwork	AI-guided digital onboarding bots

Source: SHRM (2025); Insight Global (2024); Author's Analysis

Key Outcomes and Benefits

The benefits of AI in recruitment are well-documented and measurable. Utilizing AI-powered recruiting technologies, companies see 31% faster hiring and . 50% boost in quality of hire measures (SHRM, 2025). AI-powered technologies can lower recruitment costs by up to 30%. (Hirebee.ai, 2025). Adoption numbers are also shooting up. The use of AI tools in recruitment worldwide increased 68.1% in 2024 alone compared to 2023 (DemandSage, 2025). In IT companies in the NCR, this trend is evident in the wide use of applicant tracking systems (ATS) with embedded AI, platforms like HireVue for video assessments, and tools like Eightfold AI for talent intelligence.

In the IT world where skills are outdated quickly, predictive capabilities are very valuable. AI can predict employee attrition with 87% accuracy (Hirebee.ai, 2025). This enables HR teams to engage proactively in retention decisions instead of being reactive to resignations. AI-driven internal mobility tools can minimize attrition by as much as 35%.

NCR-Specific Observations

Major IT companies are now resorting to AI-powered technologies for bulk campus hiring in the NCR's IT corridor, especially in Gurgaon's Cyber City, Noida's Sector 62 and Delhi's Aerocity. Companies receive hundreds of thousands of applications throughout the annual fresher recruitment cycles. The HR teams would be unable to cope with this volume without AI screening. AI helps these organizations cut their time-to-hire for standardized technical roles from an industry average of 45 days to less than 20 days. Mid-size IT product companies in NCR, however, are slow adopters. The reliance on manual screening and rudimentary ATS technologies by many points to a digital gap that exists even within the IT industry itself. That gap is partially driven by financial hurdles and partly by a lack of educated HR people who can adequately understand AI-generated candidate scores.

5. DIGITAL EMPLOYEE GOVERNANCE: AI BEYOND RECRUITMENT

Artificial Intelligence is making an ever greater impact on how performance is managed in today's IT businesses. Once they're hired, AI is heavily involved in tracking employee performance, learning, engagement and overall well-being. Many IT firms are gradually replacing traditional annual performance review systems with ongoing AI-based performance management systems. These smart solutions assess productivity metrics, quality of work, project completion rates, code efficiency, attendance, and peer reviews to deliver real-time

insights into staff performance. AI-enabled technologies empower managers to more objectively assess strengths, deficiencies and training needs. A study published by Virgillito and Ledda in Frontiers in Public Health (2025) highlighted that personalized AI tools used for workplace health promotion and digital analytics can simultaneously improve organizational productivity and employee well-being when implemented with transparency and employee consent. This implies that AI has the ability to balance between organizational efficiency and employee welfare. According to Hirebee.ai (2025), about 65 percent of employees reported increased engagement levels with the use of AI in HR processes, and employee satisfaction rose by 33 percent with AI-based recognition systems. AI-backed wellness programs also cut workplace stress by almost 25 percent, which is a significant result for the IT industry, where employees are typically under extreme pressure and have problems with burnout.

Another important use of AI in Human Resource Management is in the area of workforce analytics and attrition prediction. AI-based people analytics systems estimate the likelihood of employee attrition based on a number of organizational and behavioral criteria, including attendance patterns, project involvement, promotion history, wage progression, performance trends, and even the tone of communication within a company. It allows managers to develop retention tactics for employees who are more likely to quit the firm before they actually leave. This application is particularly useful in the IT business of the NCR region where staff churn continues to be a severe concern. NASSCOM (2024) estimates that the attrition rate in the IT sector was about 15-20 percent per annum in FY 2024. In a firm of ~5,000 people, that might translate into a loss of ~750 to 1,000 people a year at a cost of significant recruitment, onboarding and training costs. Replacement costs are often calculated at between 50 percent and 200 percent of an employee's annual compensation. Hence, AI-based attrition prediction systems are considered to be one of the greatest return of investment (ROI) applications of AI-driven HRM as they help firms in reducing employee turnover costs and improving workforce stability thus strengthening long-term organizational performance.

Artificial Intelligence is changing the Learning and Development (L&D) function dramatically in today's IT firms. Precedence Research (2025) has forecasted that the Learning & Development category will have the highest Compound Annual Growth Rate (CAGR) of 20.40 percent in the AI-HR market through 2034. In the IT industry, AI technologies are being utilized more and more to customize the learning process for employees, taking into account their skill level, job duties, performance patterns, and career goals. Platforms like Coursera for Business, LinkedIn Learning, and custom Learning Management Systems (LMS) use AI algorithms to recommend courses, track learning progress, assess employees' skills, and discover gaps in team skills. This personalised learning method allows individuals to constantly improve their technical and professional skills to keep pace with the fast evolving needs of the business. The World Economic Forum (2023) predicted that over 44 percent of workers' fundamental skills will change in the next five years due to technology breakthroughs and digital transformation, making AI-driven learning even more critical. Thus, IT organizations that emphasize AI-enabled individualized learning and upskilling programs are more likely to retain talented employees, boost organizational agility, and secure a long-term competitive edge in the fast changing digital economy. At the same time, AI-based employee monitoring has become one of the most morally sensitive parts of digital employee governance. Amid the rise of remote and hybrid work cultures following the COVID-19 epidemic, several IT organizations have used AI-powered workplace monitoring technologies to track employee productivity and work patterns. Such systems can monitor employee keystrokes, screen activity, login time, calendar use, trends in e-mail correspondence and even facial expressions during video conferencing to provide a productivity score that can then impact performance reviews. Advocates of these systems say that AI-based monitoring can improve accountability, transparency, and efficiency for teams that are geographically dispersed. But detractors argue that over-surveillance can

invade employee privacy, erode trust, and lead to psychological stress at work. TechClass (2025) argues that constant AI monitoring may breach ethical lines and have adverse effects on staff morale and the overall culture of an enterprise. Also, McKinsey & Company stated in its 2025 Workplace AI Report that while almost 71 percent of employees trusted their firms to use AI responsibly, issues around monitoring and privacy were among the biggest hurdles to full-scale AI adoption. The analysis also found that only 17 percent of firms polled have developed ethical guidelines and compliance frameworks expressly for AI-based employee monitoring systems. Findings illustrate the necessity for firms to balance technological efficiency with ethical responsibility, employee permission, transparency, and data protection in the use of AI-powered workplace governance systems.

6. ETHICAL CONCERNS: BIAS, SURVEILLANCE, AND GOVERNANCE GAPS

Algorithmic Bias in Hiring

Algorithmic prejudice in recruiting is a well established phenomenon. AI recruitment algorithms trained on past hiring data can mistakenly learn to favor candidates that resemble the existing workforce — which in IT generally indicates a preference for male candidates, certain educational backgrounds (IITs, NITs), or particular communication styles. Research has shown that there are three types of bias in AI-HR analytics, and they are biased training data, biased data input methods, and incorrect algorithm design (Dubey and Vachher, 2025; SAGE Journals). A study on bias in AI-based HRM systems by ScienceDirect (2025) explains that the lack of minority representation in training datasets increases the danger of algorithmic prejudice, leading to inequalities in recruiting outcomes and career progression chances. This could result into systematic disadvantage for candidates from tier-2 or tier-3 cities, women coming back after career breaks, or those from non-English medium education backgrounds – in the Indian IT industry.

The Black Box Problem

A key difficulty for governance is the opaque nature of AI decision-making, sometimes called the “black box” dilemma. Even the architects of AI hiring tools may not comprehend why the system ranked one prospect over another. This can make it difficult for candidates to appeal rejection choices and for firms to examine their own systems for bias. But the Hire Aspirations Institute founded by Harvard noted that this lack of transparency in AI systems exacerbates biases as users cannot properly analyze or correct them (JobsPikr, 2025). This is a big danger for candidates and corporations in India where employment legislation has not yet made it mandatory to be algorithmically transparent.

Data Privacy and Employee Consent

Collecting data on employee behavior to use for AI-driven governance raises severe concerns about data protection. The Digital Personal Data Protection (DPDP) Act, 2023 in India defines key criteria for data consent and purpose limitation. In particular, implementation frameworks for AI in the workplace are currently being developed. In the IAPP’s 2025 AI Governance Profession Report, 23.5% of firms surveyed reported that the availability of skilled AI governance experts is one of the biggest obstacles to responsible AI delivery (IAPP, 2025). Productivity monitoring systems are utilized by many organizations in the NCR’s IT industry to track employee data without explicit consent methods or clear articulation of how the data is used for performance evaluations. This not only raises a legal danger but also generates a trust imbalance that can hurt employee morale and engagement.

Worker Perspectives on AI in HR

Workers do not share the enthusiasm for AI shown by HR executives. Worldwide, 66% of U.S. adults would not apply for employment that use AI in recruiting judgments and 71% are against AI making the final hiring decision (DemandSage, 2025). 68% of the IT professionals in India are fearful that their job can be automated in the next five years, producing an anxious atmosphere which can impair engagement and trust (IIM-Ahmedabad, cited in PMC, 2025).

Such fears are not groundless. Indian IT companies have lost more than 60,000 people in recent years, largely due to automation (Mandavia, 2024). If employees regard AI as a technology that has replaced their peers, they'll be restricted in their willingness to interact with AI-powered HR products.

7. A FRAMEWORK FOR RESPONSIBLE AI-HRM IN THE IT SECTOR

Based on the information examined, this study suggests a five pillar framework for ethical AI-HRM deployment in IT organizations, notably in the context of the NCR:

Table 3: Five-Pillar Framework for Responsible AI-HRM in IT Companies

Pillar	Key Actions	Expected Outcome
1. Transparent AI	Mandatory explainability reports for AI hiring decisions; candidate right-to-know	Reduced black-box bias; improved trust
2. Bias Auditing	Quarterly demographic audits of AI output; diverse training datasets	Fair and inclusive hiring outcomes
3. Human Oversight	AI assists, humans decide; no fully automated hire or fire decisions	Accountability; ethical safeguard
4. Data Governance	Consent-based monitoring; DPDP Act compliance; clear data use policies	Legal compliance; employee trust
5. HR Upskilling	Train HR professionals in AI literacy, ethics, and data interpretation	Responsible and effective AI use

Source: Author's Framework, 2025

The framework is aligned with evolving global norms. According to SHRM's 2025 Talent Trends report, three-quarters of HR professionals agree that advances in AI will increase the value of human judgment over the next five years, indicating a need for balancing algorithmic efficiency with empathetic, transparent and inclusive HR practices (SHRM, 2025). The NCR IT companies will need to pour resources into three specific areas to operationalize this framework: technology infrastructure (AI tools with explainability features), human capital (trained AI-ethics-aware HR teams), and policy (internal AI governance charters consistent with the DPDP Act and forthcoming sectoral guidelines from MeitY).

8. CONCLUSION

The inclusion of AI in Human Resource Management is one of the most radical changes in the way companies attract, develop and retain people. For the IT industry, especially those operating in India's National Capital Region, this shift is both an opportunity and a challenge. On the opportunity side, AI enables faster hiring, smarter talent matching, real-time performance data, tailored learning and predictive retention management. The numbers are staggering: Organizations that leverage AI in HR see up to 31% faster time-to-hire, 30% reduced recruitment expenses and 87% accuracy in predicting employee attrition. As the HR AI market is expected to increase from $7 billion to $30.77 billion by 2034, organizations that do not adapt will be at a considerable disadvantage in the talent market. The challenges are quite real: algorithmic bias, lack of transparency, staff spying and data privacy gaps all pose hazards. With 61% of biased AI tools repeating discriminatory tendencies and 66% of job seekers around the world worried about AI in recruiting, the sector can't afford to regard ethics as an add-on. In the Indian environment, where DPDP is still being operationalised and AI regulation is fledgling, corporations need to be proactive in self-regulation. The five-pillar approach presented in the report — transparent AI, bias audits, human supervision, data governance, and HR upskilling — provides a feasible way forward. The future of AI-HRM in the IT sector is not about replacing human judgment but about supplementing it: making HR

professionals faster, fairer and more data-informed while keeping the human values that make workplaces dignified and equitable.

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