

AI-facilitated HR Roles: Empirical Evidence from a Qualitative Investigation on the Indian IT Industry

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Abstract

History has witnessed the evolution of HR roles from traditional to strategic and then to AI-facilitated HR roles. As the world is witnessing an AI-enabled transition in personal and organizational work schedules, it is evident to study the impact of AI on transforming HR roles. The research aims to identify and investigate the existence of AI-facilitated HR roles along with allied activities in the Indian IT industry. Initially, an integrative literature review was conducted to identify AI-facilitated HR roles and allied HR activities, followed by a qualitative study. The study was conducted through semi-structured telephonic interviews of 17 HR practitioners from the Indian IT industry. The interviews conducted were analyzed using NVivo15 and a deductive thematic approach. The study concluded with a strong presence of AI-facilitated HR roles- technology proponent, talent manager, employee champion, strategic partner, guardian of culture and work-from-home facilitator. The study highlights the AI-facilitated HR roles extending the traditional HR roles framework, which will significantly contribute to efficiency, accuracy and benefit the organization. The study is highly relevant in the era of AI implementation as it tests the AI-facilitated HR roles in the Indian IT industry. The article provides empirical evidence for new HR roles post AI-implementation.

Keywords: AI-facilitated HR Roles, Artificial Intelligence, HR Analytics, HR Role Transformation, Human Resource Roles.

Introduction

Artificial Intelligence is the new revolution in business fields; it has shaken all domains, including the HR department. AI has emerged as a gamechanger for human resource departments, establishing itself as a key element in enhancing organizational creativity and transforming traditional HR practices (1, 2). Artificial intelligence has not restricted itself to chatbots and intelligent assistants but is playing a key role in delivering employee-level and firm-level outcomes (1, 3, 4). The business environment is dynamic and with the introduction of Artificial Intelligence, HR roles have undergone significant changes. Studies have highlighted that AI implementation contributes to the effectiveness of recruitment (5), workforce planning and performance management (6). Although studies are conducted to examine the changes AI has brought to HR functions, there is a lack of research focusing on the evolution of HR roles due to AI implementation and the allied activities based on the new roles. Thus, the study is one of its kind to explore the existence of AI-facilitated HR roles and their allied activities. The AI-facilitated HR roles are the human resource

roles augmented, supported and transformed using AI-enabled systems and algorithms. The research also highlights allied activities to provide clarity on the conceptualization of AI-facilitated HR roles and the associated activities.

The Emergence of Artificial Intelligence

Artificial intelligence originated in the 20th century. McCarthy coined the expression “artificial intelligence” during the Dartmouth conference in 1956. Earlier, AI focused on symbolic logic, rule-based systems and problem-solving, attempting to replicate human intelligence through machines (7). Later, AI evolved into expert systems during the 1980s, machine learning during the 1990s and recently into deep learning and data-driven algorithms, such as big data (8). Artificial intelligence is explained as “the system’s ability to interpret data correctly to achieve certain tasks and goals via flexible adaptations” (9).

Transformation of Human Resource Roles

HR roles have evolved due to factors such as globalization, technology and a human-centric approach

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(Received 25th March 2025; Accepted 17th June 2026; Published 14th July 2026)

The introduction of HR roles categorizes the role of the human resource manager into four key roles: strategic partner, change agent, administrative expert and employee champion (10).

Earlier, the HR department was known as the personnel department, which used to handle routine tasks such as administrative work, trade union agreements and formulating policies for the organization to establish a system of control between line managers and personnel managers (11). Later researchers highlighted that strategic role should be played by the HR managers (12). Post 2010, with the hype in the information technology sector and allocation of human resources across various countries, a new set of roles emerged as international human resource roles (13, 14). Furthermore, advances in globalization and technology projected a stronger focus on employee-centric practices and employer branding (15). Now, the focus is on HR roles' evolution due to AI implementation.

Constitution of AI-facilitated HR Roles

The authors have consolidated AI-facilitated HR roles into six key categories-technology proponent, talent manager, strategic partner, employee champion, guardian of culture and work-from-home facilitator-and mapped the allied activities performed by HR professionals, based on literature, as illustrated in Figure 1.

Technology Proponent

The world has undergone significant changes in response to the evolution of technology and so have HRM roles, evolving from administrative to strategic and now to a proactive technology adapter and implementer, enhancing functions such as payroll processes, benefits, healthcare costs and other administrative services (16). Chatbots are used as the primary point of contact to resolve simple queries, handle repetitive tasks related to policy details, address and the organization's employee database (17).

Talent Manager

The HR professionals support the successful adoption of both current and new practices by delivering relevant training initiatives. In this regard, a study has outlined two key dimensions of employee development:

a) fostering autonomy and empowerment and

b) ensuring ongoing learning and career growth opportunities, including internal advancement through promotions (18).

HR professionals play a crucial part in collecting employee information, maintaining competency databases, skill development and managing learning systems.

Employee Champion

HR managers must develop various HR competencies to address the challenges encountered in different internal markets (18). HR professionals should emerge as employee champions in the implementation of AI within the organization by safeguarding core business processes. HR managers act as employee advocates by presenting their concerns, addressing their needs and ensuring recognition of their contributions (10).

Strategic Partner

Research emphasized that HR professionals play a key strategic role in the parent company's business; however, this position differs in subsidiaries, as the headquarters governs most HR decisions (18). The HR is expected to behave as a change agent, partner to line function, strategy formulator and implementer, talent manager, asset manager and businessperson (12). Efficient AI implementation may minimize the transactional roles of HR and emphasize the strategic role of HR.

Guardian of Culture

The HR manager plays the key role of guarding the organization's culture and passing it on to its subsidiaries (18). The contextual element cannot be segregated because culture is interrelated with performance management, to establish coordination between various business processes (19). AI adoption is a challenge in building an enhanced organizational culture while preserving core values.

WFH Facilitator

COVID-19 lockdown forced many organizations to move toward work-from-home mode. Gradually, organizations moved to a hybrid mode to ensure retention, engagement and cost-effectiveness. This involved supporting employees' well-being along with transparency, compliance and maintaining organizational culture and engagement. Research has highlighted this new role to tackle the problems of the hybrid workforce or remote workforce (20).

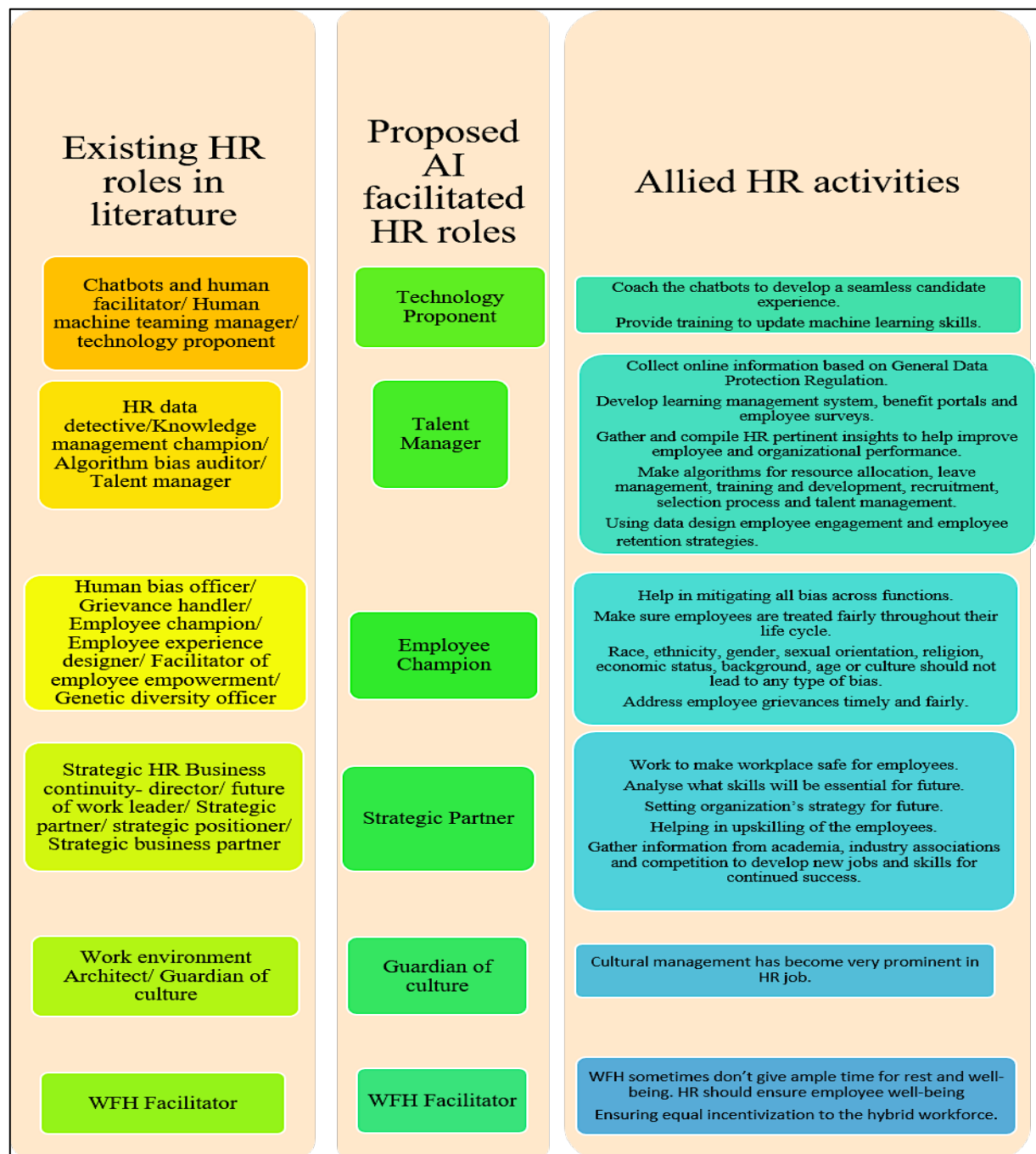


Figure 1: AI-facilitated Human Resource Roles

Methodology

The study adopts a qualitative research design to explore the emergence and applicability of AI-facilitated HR roles in the Indian IT industry. The phenomenon of AI adoption is comparatively new and an industry well-equipped for it can implement it effectively. Thus, the authors chose the Indian IT industry for research in congruence with the literature on AI adoption (21). Qualitative research is suitable for investigating emerging and context-dependent organizational phenomena, as

it facilitates a deeper understanding of participants' experiences, perceptions and interpretations (22, 23).

Previous research has asked for a literature review to identify the current state of the art of AI in HRM. Thus, the study begins with an integrative literature review that summarises the existing results and relates them to concepts (24). The study integrates existing literature to conceptualize new HR roles following AI implementation,

deriving a preliminary framework for AI-facilitated HR roles. Furthermore, an empirical investigation was conducted to validate and refine these roles using qualitative data from industry practitioners. The flow of the research study is depicted in Figure 2. The study began with exploring the developments in HR roles. The literature review identified the existing roles, but these roles have not been examined in terms of AI-human-led transformation, highlighting the need for AI-

facilitated HR roles. Further, literature gave evidence about the growing significance of the work-from-home facilitator role. After compiling AI-facilitated HR roles and allied activities, a semi-structured interview guide was developed based on the identified allied activities, followed by data collection, data cleaning, data analysis using Nvivo15, manuscript preparation and journal submission.

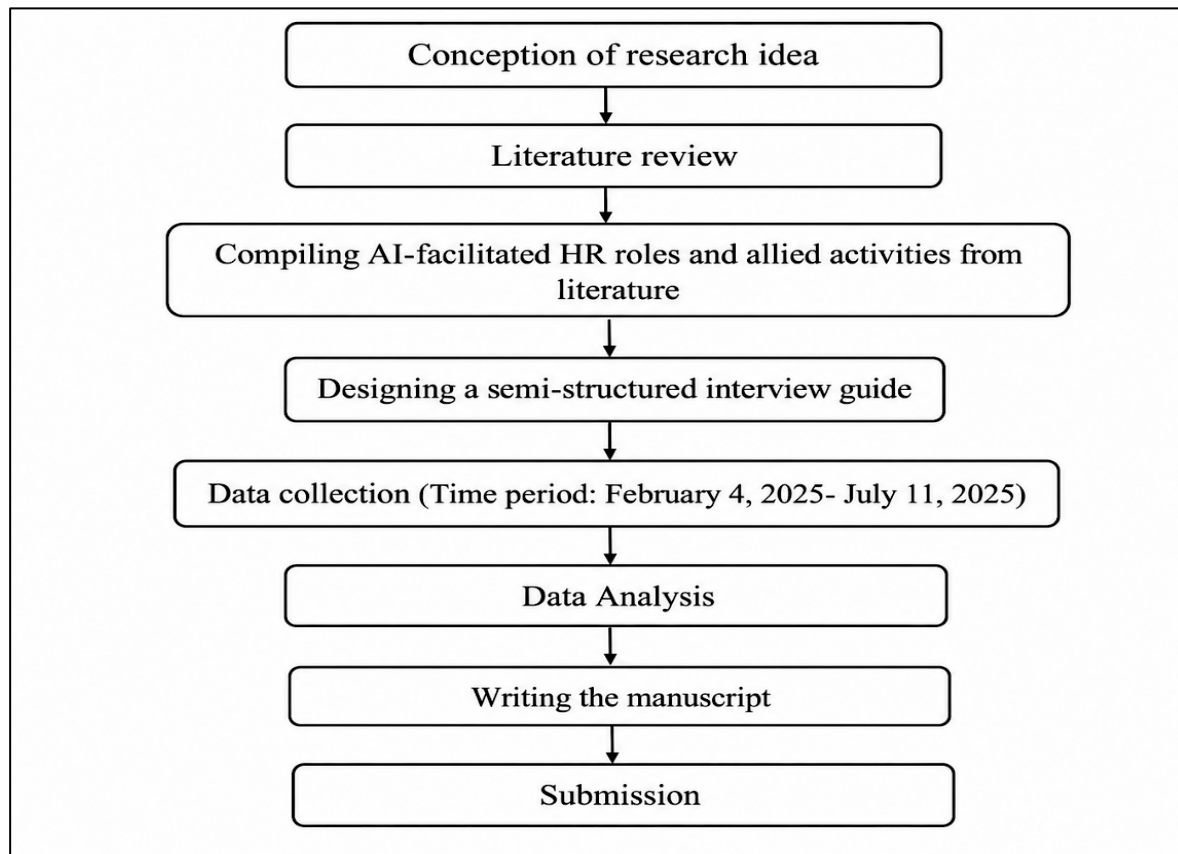


Figure 2: Flow of the Research Study

Sampling and Data Collection

A purposive sampling technique was employed to select participants with relevant experience in HR functions within the Indian IT industry. The inclusion criteria required respondents to:

- a) be currently working in the HR domain and
- b) have exposure to AI-enabled tools or digital HR practices.

A sample of 17 HR managers working in the IT industry was considered. The sample size was based on the principle of data saturation, where no new activities, roles, or insights emerged after 15 interviews and subsequently, interviews confirmed consistency among them.

A semi-structured interview was conducted based on the AI-facilitated HR roles and allied activities, identified through the literature review. The items of the interview schedule were guided by the allied activities identified from the literature. Sample items from the interview guide are as follows:

- a) Are you using data design for employee engagement and employee retention strategies? If yes, how is AI helping you in efficient usage?
- b) Are you helping in the upskilling of the employees? Are you using AI-enabled systems for it?

- c) WFH sometimes doesn't give ample time for rest and well-being. Do you ensure employee well-being? Do you use any AI-enabled system for it?
- d) Do you analyse what skills will be essential for the future? What AI-enabled systems are you using to determine it?

The interviewees' responses were collected over the phone on a mutually agreed-upon date and time. The interview span ranged 45 to 60 minutes. Participants were asked open-ended questions to gather responses on how they perceive the mentioned HR activities and how they perform them. Before the interview, their consent to record the conversation for research purposes was taken and they were assured of confidentiality and anonymity.

Data Analysis Method

The collected data were analyzed using Deductive thematic analysis, guided by the framework (25). A deductive thematic approach was adopted as the analysis was informed by the predefined categories of AI-facilitated HR roles derived from the literature. Firstly, the interview recordings were transcribed in written form, then they were carefully reviewed and cleaned to ensure accuracy and anonymity by removing names and repeated phrases. This involved familiarization with the data as well, through repeated reading of interview transcripts. Subsequently, initial codes were generated by identifying relevant data segments

aligned with the data through repeated reading of the transcripts. These codes were grouped into broader categories corresponding to AI-facilitated HR roles. These themes were further reviewed and refined to ensure coherence and distinctions among categories. Finally, these themes were interpreted in relation to theoretical perspectives and literature.

Ethical Considerations

The study strictly adhered to the accepted ethical research standards. Participation was voluntary. The respondents were informed about the purpose of the study. Confidentiality and anonymity were strictly maintained and no identifying information about participants or their organizations has been disclosed.

Results

Figure 3 illustrates the order in which HR practitioners perceive the importance of AI-facilitated roles. They perceive the talent manager role as the most prominent AI-facilitated HR role, followed by the strategic partner role, employee champion role, work-from-home facilitator role, technology proponent role and guardian of culture role. It also depicts the order in which the HR professionals perceived the allied activities. This clearly demonstrates the high relevance of contemporary roles in the present scenario as well.

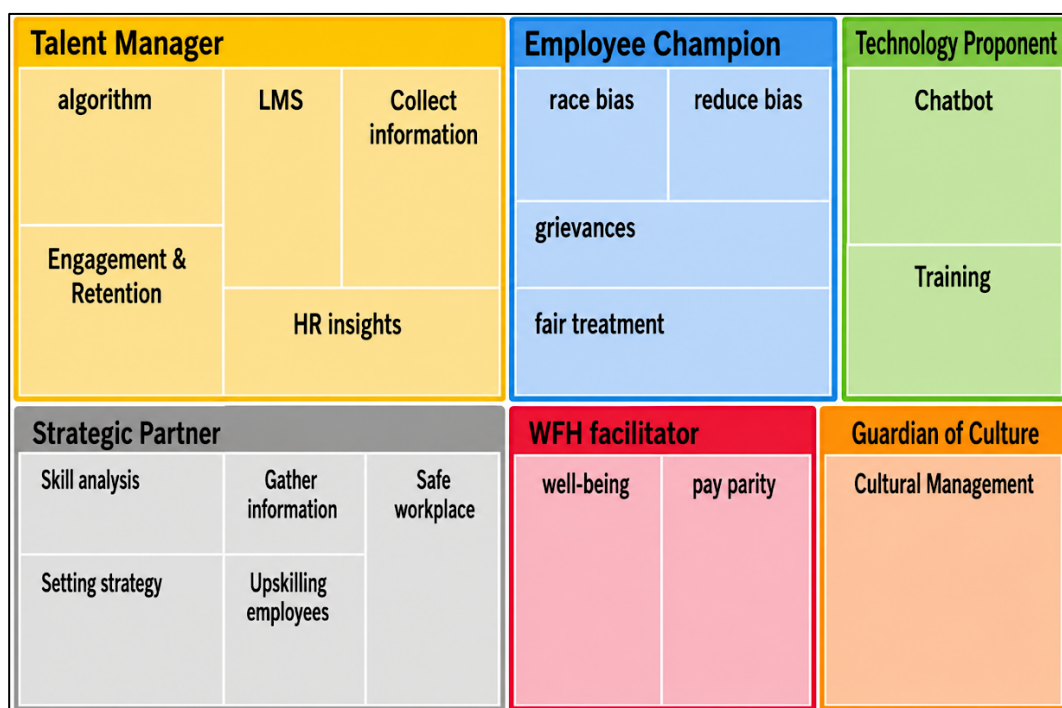


Figure 3: Hierarchy Chart of AI-facilitated HR Roles

engagement and retention. The HR professionals are not guided by mere intuition but rationally opt for data-driven strategies and continuously upgrade themselves with the employees' feedback, following evidence-based HR management.

Figure 5 depicts that these activities dominate the talent manager role of HR. HR managers are key in assessing the candidates, assisting them to settle in the organization and playing a pivotal role in upskilling them and providing various aspects to improve recruitment and training strategies. Thus, they focus more on enhanced employee development and organizational performance. Moreover, HR practitioners are keen to play a critical role in designing the algorithms for resource allocation, leave management, training and development, recruitment, selection process and talent management.

The key focus under this role is to develop and utilize employee data repositories and competency databases to align individual capabilities to organizational requirements. The respondents also emphasized the ethical usage of employees' data and maintaining data privacy by acting as a strategic custodian of employees' competencies. Respondents also highlighted that the AI-enabled learning management systems and training platforms are key contributors in facilitating continuous learning and upskilling employees.

They participate in designing and delivering training interventions that are aligned with evolving technological demands, thereby supporting the development of a future-ready workforce. This needs them to be proactive and strategically oriented.

Moreover, employee engagement and retention strategies are increasingly supported by AI-driven tools that analyze employee feedback, sentiment and behavioral patterns. The respondents highlighted the use of survey tools and sentiment analysis to identify employee dissatisfaction and turnover. This highlights a transition towards predictive talent management to control the attrition rate.

Interview excerpt

"...the deployment of 'Ember software' has helped us a lot in terms of managing the employee engagement, employee sentiments, because Ember would reduce what used to happen previously..."

Figure 6 illustrates the word cloud formed from the responses, which clearly depicts that the focus of HR practitioners is on placing the right people in the right place, which is the most important role as a talent manager. Moreover, the word cloud summarizes the talent manager role of the HR manager as strategic, data-driven and a foresight function.

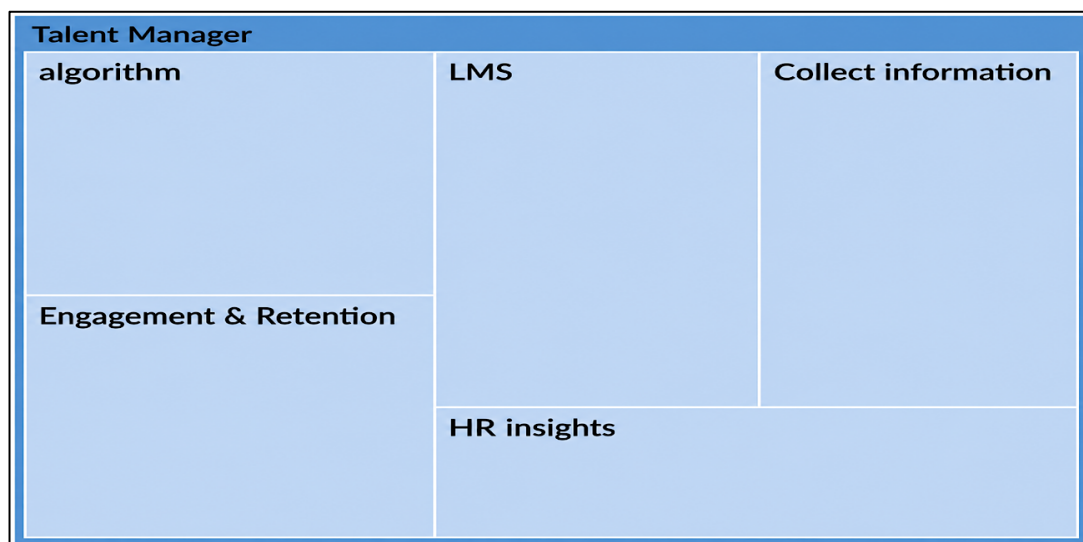


Figure 5: Hierarchy Chart for the Talent Manager Role

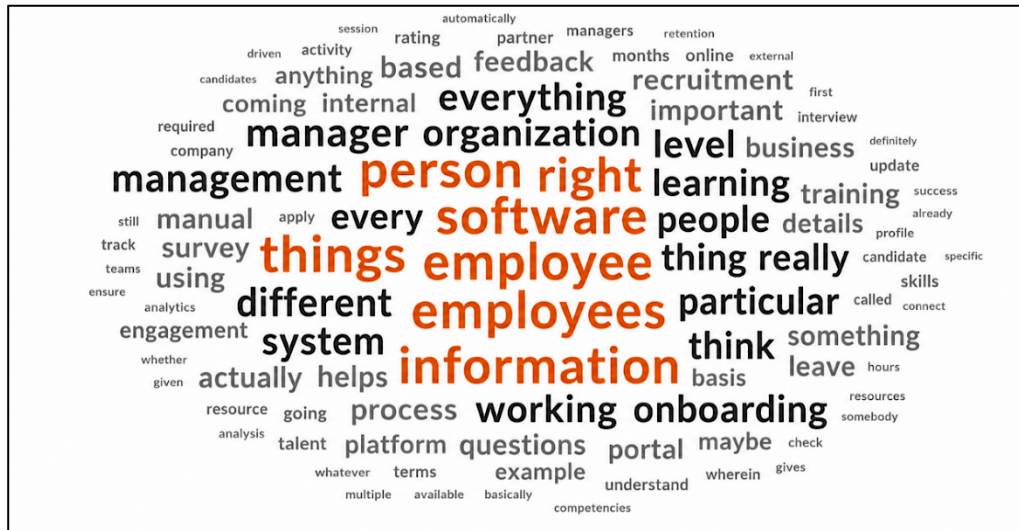


Figure 6: Word Cloud for the Talent Manager Role

Employee Champion

The findings indicate that HR professionals play a crucial role in maintaining fairness, inclusivity and ethical oversight in technologically orchestrated environments. While the employee champion role has traditionally encompassed employee advocacy and well-being, the integration of AI has enriched this role by addressing concerns regarding bias, transparency and equity in systems—driven processes.

The participants unanimously highlighted the importance of fairness, transparency and engagement through initiatives such as the Global Ethics Portal, continuous feedback and quarterly reviews. The respondents suggest that they are actively engaged in monitoring and mitigating biases across systems, particularly those arising from AI-enabled tools and techniques.

The respondents also accentuate the use of analytical tools to assess performance ratings, compensation decisions and employee engagement levels, indicating a transition toward evidence-based fairness. They pointed out that the technical tools alone are insufficient to ensure equity, underlining the continued necessity of human judgment and ethical underpinning in interpreting outcomes.

Interview Excerpt

“.....fairness differs from case to case, but how we streamlined the processes to make them similar for everybody and to bring their transparency was through the help of ‘SuccessFactors’, wherein we started recording everything and documenting everything on a particular tool.It has multiple modules, one of the modules encouraged employee

to speak, connect and discuss their challenges and issues and what the areas of improvement are..."

The participants emphasized taking proactive measures to control biases by forming various committees and reinforcing training on ethical standards. They incorporate trainings like prevention of sexual harassment (POSH) and information security trainings to safeguard the interests of employees. The HR professionals play a critical role in designing and implementing these interventions. This reflects the enrichment of the employee advocacy role to capability building and ethical stewardship.

The respondents gave due attention to grievance handling as well. The respondents highlighted the incorporation of service portals to lodge complaints and a helpdesk tool to track and address issues within a stipulated timeframe. But the human intervention is indispensable in resolving issues, especially sensitive and context-specific. This highlights that the technology gracefully complements grievance handling with human intervention without compromising on empathy and personalized engagement.

Figure 7 depicts a clear emphasis on people or employees, which makes the role employee-centric, but keywords like ‘training’, ‘software’ and ‘portal’ make it technology-enabled. The word cloud gives a perfect summary of the employee champion role, which balances fairness, equity, empathy and ethical accountability in an AI-mediated organizational environment. Thus, the employee champion role emerged as a technology-enabled yet human-centric role.



Figure 7: Word Cloud for the Employee Champion Role

Strategic Partner

The findings advocate that the role of HR professionals as strategic partners has been significantly reinforced and redefined with artificial intelligence (AI)-driven tools and techniques. While the strategic partner role has traditionally emphasized the alignment of HR practices and business objectives, the integration of AI technologies has modified it to ensure data-driven strategy formulation, technological foresight and organizational technological transformation.

The respondents frequently highlighted their role in strategic decision-making processes, such as workforce planning, skill development and organizational growth strategies. Earlier, these were based on conventional data and compiled manually, but now, these are informed by real-time data, predictive analysis and AI-enabled insights, indicating a significant shift towards evidence-based strategic human resource management.

The external awareness of marketing leads to individual growth and remaining competitive is a crucial part of the strategic partner role. Regular leadership calls are being conducted by the top management for organizational updates and strategy building. HR managers are crucial in partnering with different departments and teams to reduce attrition and, thereby, support business growth. This outward-looking orientation reflects a major change from internally focused HR functions toward a more holistic and business-integrated approach. The HR professionals actively participate in formulating

strategies and setting goals, productively using AI for performance management and development plans. Thus, HR contributes to shaping organizational strategies that are responsive to both internal strengths and external opportunities.

Interview Excerpt

“...HR plays a very vital role. We are also partnering with the business or the sales leadership team.... Thus, HR plays a very important role in fulfilling the long-term goals of the organization. So, we do partner in all the areas....”

Organizations focus on changing markets. They pay considerable attention to transformation strategies and technologies to achieve short-term growth. Thus, they encourage employees to undergo training on emerging technologies through internal or external sources. The respondents underlined that HR professionals play a significant role by actively participating in identifying emerging skill requirements, especially in the field of AI, automation and digital transformation, to build future-oriented capabilities enhancing organizational adaptability.

The HR managers also ensure a safe workplace for the employees within the organization. The respondents highlighted that the companies have a safety protocol in place, which includes fire drills, security cameras, security guards and designated safety personnel. The company ensures physical safety by controlling access to the premises and providing counselling services



Figure 9: Word Cloud of Responses on the Guardian of Culture

WFH Facilitator

The respondents indicated that HR professionals function as facilitators of remote and hybrid work arrangements, reflecting a shift toward flexible, technology-enabled work structures. HR plays a key role in designing and implementing WFH policies, communication protocols and performance management systems that support geographically dispersed teams.

Participants highlighted the use of digital and AI-enabled tools for collaboration, monitoring

performance and maintaining workflow efficiency. HR professionals take care of employee well-being and work-life balance by providing mental health support, flexible schedules, team-building sessions and engagement initiatives. Thus, HR professionals play a crucial role in ensuring both operational efficiency and employee experience in remote work settings.



Figure 10: Word Cloud for the Work-from-home Role

Interview Excerpt

".....we have regular meditation sessions, virtual fitness sessions organized by the trainer for employees working from home or office. There are counsellors as well and the employees can connect with them if they feel their mental health is deteriorating..... We roll out psychological forms among the employees every week and if we sense

that he/she is not well or unhappy. Then our counsellors connect with the..."

Figure 10 indicates that post Covid-19, most organizations started working in a remote and hybrid environment, which is still prevalent in many IT organizations. This role reflects the evolving responsibility of HR professionals in terms of enabling flexibility, digital-mediated work

ecosystems and contributing to the sustainable growth of the organization. The HR professionals maintain a regular connection with the employees, ensuring their physical and mental well-being.

Discussion

The findings highlight the transformation of the HR role in response to the integration of artificial intelligence, reinforcing the view that AI acts as an augmentative rather than a substitutive force in HRM. AI enables HR professionals to shift towards more strategic and value-added tasks, away from operational and administrative tasks (26-28). But AI integration may create skill polarization, where technologically proficient professionals gain a greater strategic advantage compared to professionals with better human skills (29, 30).

The technology proponent role highlights the active involvement of HR professionals in managing and optimizing AI-enabled tools. This finding aligns with the literature suggesting that digital transformation necessitates new competencies in managing human-technology interactions and overseeing algorithmic oversight. The role portrays HR professionals as active players in continuous system improvement, enabling deeper integration of technology within HR functions. However, literature also warns about the gradual shift of decision-making authority from HR professionals to data-driven systems, limiting human-centred evaluation and contextual sensitivity (31, 32).

Similarly, the talent manager role transforms towards a data-oriented, transparent and predictive function that supports the growing emphasis on HR analytics and evidence-based management. Studies have highlighted that the AI interventions, especially in training and recruitment, performance management and retention strategies, position HR as a key facilitator of organizational effectiveness (26). The findings highlighted the implementation of AI in HR roles and allied activities as an opportunity to enhance the efficiency of HR systems (33).

The findings related to the employee champion role focus on the continued importance of human-centric values in AI-enabled HRM. While AI facilitates efficiency and scalability, there are concerns related to bias, fairness and transparency that necessitate active HR involvement in ensuring ethical implementation. Consequently, increasing

the responsibility for ensuring fairness, transparency and ethical governance in AI-enabled HR systems (30, 34). Research emphasized that HR professionals play a crucial role in handling grievances (35, 36). Thus, the study reinforces the role of HR as a flag-bearer of equity and employee well-being in technologically changing contexts.

The strategic partner role is further strengthened through AI implementations, as the HR professionals increasingly contribute to effective strategy formulation and organizational transformation. The findings support existing literature on digital transformation, which highlights the growing role of HR in enabling organizational agility and acting as a human-technological change agent (27, 29, 31).

Moreover, the roles of guardians of culture and WFH facilitator reflect the broader impact of AI and digitization on work structures and organizational dynamics. Though there is a visible application of AI software in HR roles that contributes to HRM efficiency, human interventions are inevitable in terms of sensitivity training, providing autonomy in work-from-home culture and maintaining transparency and accessibility within the organization. This aligns with prior research emphasizing organizational adaptability and employee experience during digital transformation (31, 32).

The study contributes to the evolving discourse on AI in HRM by highlighting the emergence of hybrid roles that integrate AI-oriented technological capabilities with human judgment, ethical considerations and strategic orientation. Thus, AI is impacting and facilitating HR personnel in carrying out their roles effectively. Moreover, the identified categories are conceptually rooted in Ulrich's HR role taxonomy, but the findings highlight that the AI-integration substantially reshapes HR enactment through modern analytics like predictive analysis, AI-enabled decision support systems, algorithmic management and digital employee interaction systems. It is also evident that though AI can enhance efficiency and accuracy, it cannot replace human touch, emotions and empathy, which are essential in HRM contexts (2, 36). Thus, AI-facilitated HR roles represent a hybrid extension of traditional HR roles in which technological competencies are complemented with human judgment, empathy and ethical responsibility.

The findings suggest that AI integration is not only transforming HR activities but also reshaping organizational power relations, decision-making authority and patterns of human interactions within HRM. Although such systems enhance efficiency, consistency and strategic responsiveness, excessive dependence on algorithmic recommendations may reduce contextual sensitivity and managerial discretion (31, 32). AI is also providing business opportunities as organizations are trying to develop indigenous AI applications to provide solutions both for themselves and for other businesses (37- 39).

This study makes several major contributions in the field of human resource management literature by advancing the understanding of AI-facilitated HR roles. The study extends the existing HR roles frameworks by illustrating that AI integration reconfigures traditional HR roles. The findings show that the established roles, such as strategic partner and employee champion, are augmented with data-driven, technologically mediated and ethically oriented dimensions, thereby advancing Contemporary HR role theory (40).

The framework is a practical application of institutional theory, which illustrates that institutions comprise a combination of rules, norms, uniform practices, beliefs and perceptions that contribute to their legitimacy. This aligns with resource-based theory, which emphasizes that an organization's internal resources and capabilities are essential for achieving and sustaining competitive advantage (41).

The literature on roles has evolved with the changing business factors. The AI-driven HR roles highlight the emergence of evidence-based and analytics-driven HRM. Moreover, research has shown a significant increase in AI-driven literature in human resources management. Thus, the study supports evidence-based HR practices, emphasizing the growing centrality of data and predictive analysis in HRM (26).

The study emphasizes the hybrid nature of the AI-facilitated HR roles, where technological capabilities partner with human judgment, empathy and ethical considerations. This aligns with the research on human-AI interface, highlighting the critical role of HR professionals in balancing automation with an employee-centric approach (27). Thus, the study contributes to bridging the gap between digital transformation

and HRM scholarship, offering a foundation for future research (29).

Conclusion

The study identifies and explores the applicability of the identified AI-facilitated HR roles in the Indian IT industry. The integrative literature review has identified HR roles and integrated them to form new AI-facilitated HR roles.

Further, to validate the AI-facilitated HR roles, a qualitative study was conducted on the Indian IT industry. The respondents were the HR practitioners who are currently dealing with the challenges and opportunities that are being offered by artificial intelligence in the Indian IT industry. They are very optimistic about the changes AI will bring to the HR roles, but admit that the implementation is in its primitive phase and the self-learning technique of AI should be given more time to prove itself. The implementation of AI in HR functions is viewed as beneficial, but concerns exist about bias and manipulation in AI systems. The practitioners find that the AI tools enhance productivity and effectiveness, but human intervention is inevitable in HR roles. The study concludes with evidence about the existence of the AI-facilitated HR roles of technology proponent, talent manager, employee champion, strategic partner, guardian of culture and work-from-home facilitator.

The research has also emphasised that the most commonly used AI-enabled software is Workday for employee data management; Gemini and SAP SuccessFactors for recruitment, onboarding and attrition management. Organizations are also exploring varied AI usage for writing emails and creating content for training. While AI contributes to the efficiency of HR operations and employee experience, the human touch is inevitable for the human resource department to be effective.

Research always has some limitations, as resources are limited. Likewise, this research is conducted in India, which may pose a geographical constraint to the study. People from different demographics may have different attitudes towards technology and artificial intelligence. The sample is not only country-specific but also industry-specific, which is a limitation of the study. Moreover, a bigger sample size may provide a deeper understanding of the current state of the art of AI implementation

in the IT industry and help in the generalization of findings across the sector.

Although a telephonic interview offered flexibility and accessibility of HR professionals working across diverse working conditions and settings. The telephonic interview also presented limitations such as a lack of rapport building and data richness, due to the absence of non-verbal cues like facial expressions, gestures and body language.

Moreover, a different research design, such as case-based research or a grounded study, can give better insights into the topic.

Abbreviations

AI: Artificial Intelligence, HR: Human Resource; HRM-Human Resource Management, IT: Information Technology, POSH: Prevention of Sexual Harassment, WFH: Work-from-home.

Acknowledgement

The authors acknowledge the support and guidance of Dr. Nikhil Yadav throughout the research work.

Author Contributions

Divya Shukla: Conceptualization, Research Questions Development, Objectives, Literature Review, Semi-structured Interview Guide Preparation, Data Collection, Qualitative Data Analysis, Discussion, Conclusion, Mitushi Singh: Conceptualization, Research Questions Development, Objectives, Semi-structured Interview Guide Modification, Significant Support in Connecting with the Interviewees, Refinement of Qualitative Data Analysis, Discussion, Conclusion.

Conflict of Interest

Neither author has any real or perceived potential conflicts related to the article.

Data Availability

The data supporting the findings of this study are not publicly available due to confidentiality and privacy considerations of the participants, but may be made available by the corresponding author upon reasonable request.

Declaration of Artificial Intelligence (AI) Assistance

The authors declare that artificial intelligence (AI)-assisted tools were used only for language refinement and grammar checking during the preparation of this manuscript. The authors take

full responsibility for the originality, accuracy, interpretation and integrity of the content presented in the manuscript.

Ethics Approval

This study was conducted in accordance with ethical research standards. Participation in the study was voluntary and informed consent was obtained from all participants before data collection. The confidentiality and anonymity of the respondents were maintained throughout the research process.

Funding

None.

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How to Cite: Shukla D, Singh M. AI-facilitated HR roles: Empirical Evidence from a Qualitative Investigation on the Indian IT Industry *Int Res J Multidiscip Scope*. 2026;7(3):794-809.
DOI: 10.47857/irjms.2026.v07i03.011989