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Leveraging AI And HR Analytics to Foster Diversity and Elevate Job Satisfaction in Tech Industry

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ABSTRACT
In the rapidly evolving landscape of AI, understanding its impact on employee satisfaction and workplace diversity is crucial. This study examines the perceptions of IT employees at Cyberpark, Kerala, focusing on the influence of AI, diversity initiatives, and job satisfaction. Using simple random sampling, data were collected from 278 employees through a structured questionnaire. The results were analyzed using SPSS and tools such as percentage analysis, descriptive statistics, ANOVA, t-test, correlation, regression, and factor analysis were utilized. The findings reveal that while AI positively contributes to employee morale and productivity, significant ethical concerns persist, especially among rural employees who exhibited the lowest perception of AI. Diversity initiatives were shown to enhance job satisfaction, with employees expressing high satisfaction with their physical work environment. However, dissatisfaction emerged around the lack of effective grievance redressal mechanisms and the assignment of tasks perceived as meaningless. These results underscore the need for organizations to address these challenges to fully leverage the benefits of AI and diversity initiatives, ensuring a supportive and engaging work environment.
Keywords: AI, Artificial Intelligence, Diversity and Inclusion, Satisfaction, Human resource, IT.

INTRODUCTION

Artificial intelligence (AI) is transforming business and changing the dynamics of diversity, equity, and inclusion (DE&I) in the workplace in today's quickly changing technological landscape (Hall, 2024). This has brought with it unique advantages as well as difficulties. For example, the ethical implications of artificial intelligence, which include fairness, trust, bias, and transparency, are some of the urgent problems that need attention (Shams, et al. 2023). The adoption of AI in the tech sector has been nothing short of revolutionary. AI technologies increase productivity (Kagan, 2024) and creativity worldwide by automating repetitive tasks and creating sophisticated algorithms (Eapen et al, 2023). But this quick and extensive integration also begs the question of what the future holds for human labor—a question we currently lack an answer to (Generation, 2024).

AI-driven HR analytics enables organizations to leverage data-driven insights for more informed decision-making, fostering a diverse and inclusive workplace (Babin, 2024). By analyzing patterns and trends in recruitment, performance, and employee engagement (Akrivia, 2023), companies can identify biases, streamline processes, and implement targeted strategies

to promote diversity (Spark, 2023). Furthermore, AI tools can provide personalized career development plans and predictive analytics to address employee needs, leading to higher job satisfaction (Herrity, 2022) and retention rates (LinkedIn, 2024). As the IT sector continues to grow and evolve, the synergy between AI and HR analytics offers a powerful approach to creating a more equitable and fulfilling work environment.

The study, conducted in Kerala with responses from employees working in Cyberpark, Kozhikode, underscores the transformative potential of integrating AI and HR analytics in the IT sector. By gathering and analyzing data from these IT professionals, the research provides valuable insights into enhancing diversity and employee satisfaction. These findings highlight the importance of advanced technologies in fostering a more inclusive and fulfilling work environment, ultimately contributing to the sector's sustained growth and success.

STATEMENT OF THE PROBLEM

Despite the increasing awareness of the importance of diversity and employee satisfaction in the IT sector, many organizations continue to struggle with effectively addressing these issues (Cletus et al, 2018). Traditional HR practices often fail to identify and mitigate biases, leading to a lack of diversity and reduced employee morale (Majka, 2024). Furthermore, many companies lack the tools and methodologies to accurately gauge and improve job satisfaction. This study addresses these challenges by leveraging AI and HR analytics to provide a data-driven approach to enhancing diversity and employee satisfaction. By focusing on employees working in IT parks in Kerala, the research aims to uncover specific patterns and trends that can inform more effective HR strategies, ultimately leading to a more inclusive and supportive workplace environment.

OBJECTIVES

- To assess the demographic composition of the workforce in the IT park
- To determine the extent of usage of AI tools and HR analytics in the HR processes
- To analyze the job satisfaction of the IT employees
- To understand the perception of employees towards diversity and inclusion
- To examine the relationship between AI-driven HR analytics and employee satisfaction levels and diversity in the IT sector

METHODOLOGY

The methodology of this study is quantitative in nature and aimed at understanding the impact of AI and HR analytics on diversity and job satisfaction within the IT sector. The research was conducted in Cyberpark, Kozhikode, a Tier 2 city in the state of Kerala (Wikipedia), which has a population of 1,000 employees (Government of Kerala). Data was collected through a simple random sampling technique using a structured questionnaire administered to these employees, designed to capture comprehensive information on their demographic details, job satisfaction levels, diversity initiatives, and the extent of AI usage in HR practices. Based on the Krejcie and Morgan sample size table, a representative sample of 278 participants was determined for the study, considering that the data collected were categorical with a proportion of $p=0.50$ and a confidence level of $t=1.96$. (Bartlett et al, 2001). For this purpose, around 300 questionnaires were distributed to these professionals, 12 questionnaires were unanswered and 10 had missing data. Removing these a total of 278 filled questionnaires were collected and used for the study. The collected data was then analyzed using the Statistical Package for the Social Sciences (SPSS) software, ensuring rigorous statistical analysis to identify patterns, correlations, and insights. Using percentage analysis, descriptive statistics, ANOVA, t-test, correlation, regression, and factor analysis, this robust methodology ensures the reliability and validity of the findings, providing a detailed understanding of how AI can enhance diversity and job satisfaction in the IT sector.

REVIEW OF LITERATURE AI

In this technological era, every field is led by AI or Artificial Intelligence (Oke, (2008); Halal (2003)). The term Artificial Intelligence came into existence in 1956 at a conference at Dartmouth University. AI in simple terms means the usage of computers to simulate human intelligence, this may include learning human behaviors such as learning, judgment, and decision-making (Zhang & Lu (2021); Xu et al (2021)). Thus, the ability of a computer or robot to think intelligently like a human mind is known as artificial intelligence (Duggal, 2024).

HR Analytics

In simple terms, HR analytics quantifies the company's employee performance, including both its achievements and shortcomings. HR analytics may also be known as workforce analytics, talent analytics, or people analytics, depending on the organization (White, 2024). Modern human resources professionals in any organization are being forced to use data and algorithms to drive business solutions due to this evolving decision-making process. HR Analytics, therefore, assist companies of all sizes and across all industries in making talent, management, and hiring decisions (Lesley University).

Diversity & Inclusion

Diversity and inclusion in the workplace are becoming increasingly popular topics these days (Minkin, 2023). Diversity is defined as "The mixture of attributes within a workforce that in significant ways affect how people think, feel, and behave at work, and their acceptance, work performance, satisfaction, or progress in the organization" (Thomas & Bendick, 2013). However, inclusion means that each person should be treated equally with respect to education, opportunities, resources, and other factors based only on the characteristics that make them special (Cook-Campbell, 2023).

Job Satisfaction

Job satisfaction, in simple terms, is "the degree of contentment employees have with their jobs" (BasuMallick, 2021). That means if the employees are happy with what they do in their workplace, they become more satisfied. Employee satisfaction plays a major role in the advancement of organizations because satisfied workers are more productive than dissatisfied workers (Inayat & Khan, 2021).

RESULTS

The analysis results indicate that the majority of IT respondents are female (58.3 percent). Most respondents fall within the age group of 21-30 years (67.6 percent). A significant portion of them have a monthly income of Rs. 20,001 – Rs. 30,000 (48.2 percent), and most have 1-3 years of experience (56.8 percent). Additionally, a large majority of these respondents reside in rural areas (66.2 percent).

The descriptive statistics reveal several insights about perceptions of AI within the organization. The statement "AI-driven sentiment analysis helps the organization understand employee morale" received a high mean value of 4.44 with a standard deviation of 0.892, indicating strong agreement and relatively low variability among responses. The statement "I am aware of the AI tools & technologies utilized within the organization" also scored highly, with a mean value of 4.27 and a standard deviation of 1.011, suggesting that most employees are knowledgeable about the AI tools in use, though with slightly more variation in their responses. Conversely, the statement "My organization addresses ethical concerns related to the use of AI" had the lowest mean value of 2.60 and a standard deviation of 1.523, indicating weaker agreement and higher variability, suggesting significant concerns and differing opinions regarding the ethical handling of AI within the organization.

The ANOVA/t-test table indicates that there are no significant differences in employees' perceptions of AI based on age, average monthly income, experience, and gender. However, there is a significant difference in perception based on residential status, at a 1 percent level of significance (p-value = 0.001). The post hoc analysis further reveals that

employees from rural areas have a lower mean perception score (72.48) compared to those from semi-urban areas (72.91) and urban areas (76.31). This indicates that geographic location plays a role in how AI is perceived. This may be because, compared to rural employees, employees in urban areas may have more exposure to AI technologies, leading to higher acceptance and positive perception.

The descriptive statistics reveal that employees generally perceive diversity initiatives positively, as indicated by the highest mean value of 3.99 for the statement "Diversity initiatives positively impact my job satisfaction". It also shows that there is a strong agreement for the statement "I believe that a diverse workforce enhances team performance and innovation" with a mean value of 3.86. However, the low mean value of 2.56 for the statement "There are effective mechanisms such as grievance redressal and whistle-blowing policies to address incidents of bias or discrimination" suggests that employees lack confidence in the mechanisms available to address bias or discrimination.

The t-test indicate that there is a significant difference in the perception of IT employees towards diversity within the organization based on gender, at a 5 percent level of significance (p-value = 0.047). This means that male and female employees perceive the organization's diversity initiatives differently. The ANOVA reveals that there is no significant difference in the perception of IT employees towards diversity based on age, average monthly income, or experience. However, the analysis indicates a significant difference in the perception of IT employees towards diversity based on their residential status, with a p-value of 0.000 at a 1 percent level of significance. The post hoc analysis reveals that employees from rural areas have a lower mean score of 55.08, compared to those from semi-urban areas (56.77) and urban areas (58.29). It suggests that the employees from rural areas view diversity initiatives less favorably compared to their counterparts in semi-urban and urban areas. This lower mean score can be interpreted as a sign that rural employees may not perceive the same level of benefits, importance, or effectiveness in diversity efforts within the organization.

The descriptive statistics indicate that employees derive the highest satisfaction from the "Physical work environment", which has a mean score of 4.13. This is followed closely by "Remote work flexibility" and the "Use of skills and abilities in the job role", both with a mean score of 4.01. On the other hand, the factor with the lowest satisfaction is "Job meaningfulness", which has a mean value of 3.77. The lower satisfaction score for job meaningfulness indicates that employees might feel that their work lacks significance or purpose. This could impact motivation and engagement.

The ANOVA/t-test analysis indicates that there is no significant difference in job satisfaction among IT employees based on gender, age, average monthly income, experience, or residential status. This means that these demographic factors do not significantly influence how satisfied employees are with their jobs.

The correlation analysis reveals important relationships between perceptions of AI, perceptions of diversity, and overall job satisfaction. The data shows a moderate positive correlation between the perception of AI and diversity ($r = 0.440$, $p < 0.001$), indicating that better perceptions of AI are correlated with better perceptions of diversity. Additionally, there is a moderate positive correlation between AI and satisfaction ($r = 0.480$, $p < 0.001$), suggesting that favorable views on AI positively impact overall job satisfaction. The strongest relationship observed is between diversity and satisfaction ($r = 0.895$, $p < 0.001$), showing a very strong positive correlation, meaning that higher perceptions of diversity are closely linked with higher job satisfaction.

The regression model summary reveals that the correlation coefficient (R) is 0.480, indicating a moderate positive relationship between the independent variables (perception towards AI & Diversity) and the dependent variable (Job satisfaction). This suggests that the model has a reasonable level of predictive accuracy. The R Square value of 0.502 means that

approximately 50.2 percent of the variability in the dependent variable can be explained by the model, which reflects a moderate level of explanatory power. Additionally, the Adjusted R Square, which is also 0.502, confirms that the model is well-adjusted and does not suffer from overfitting, as it shows that the inclusion of predictors is appropriate given the sample size (278).

Table 4.1: KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.760
Bartlett's Test of Sphericity	Approx. Chi-Square	2345.460
	df	300
	Sig.	.000

(Source: Computed data)

Factor analysis ought to provide clear and dependable factors when the KMO measure is closer to 1, as values in this range indicate reasonably compact patterns of correlations. A value of 0.760 suggests that the sample is adequate for conducting factor analysis. With 300 degrees of freedom, the approximate Chi-Square value is 2345.460, and the significance (Sig.) value is 0.000. The null hypothesis that the correlation matrix is an identity matrix, which would suggest that the variables are unrelated and inappropriate for structure discovery, is tested by Bartlett's Test of Sphericity. In this case, the p-value is less than 0.05, leading to the rejection of the null hypothesis. This implies that the variables are suitable for factor analysis because of the significant correlations that exist between them.

Table 4.2: Rotated Component Matrix

	Component					
	1	**2**	**3**	**4**	**5**	**6**
SAT1	.867					
SAT2	.829					
SAT3	.819					
SAT4	.785					
SAT5	.734					
SAT6		.802				
SAT7		.793				
SAT8		.768				
SAT9		.749				
SAT10		.650				
SAT11			.803			
SAT12			.802			
SAT13			.763			
SAT14			.757			
SAT15				.751		
SAT16				.735		
SAT17				.700		
SAT18				.640		
SAT19				.638		
SAT20					.726	
SAT21					.715	
SAT22					.697	
SAT23					.573	.342
SAT24						.806
SAT25					.310	.795
Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization.						
a. Rotation converged in 6 iterations.						

(Source: Computed data)

The Principal Component Analysis (PCA) with Varimax rotation and Kaiser normalization extracted six components from the data, each representing a different dimension of employee satisfaction. The variable "Overall emotional satisfaction and well-being at work" has the highest loading of 0.867.

Table 4.2: Factors of Job Satisfaction of IT Employees

Variables	Factors
Overall emotional satisfaction and well-being at work.	**Work Environment Quality**
Engagement and enthusiasm for work.	
AI tools and technologies used in daily work.	
The overall culture and values of the organization.	
The adequacy and reliability of technological resources.	
Organizational support for personal and family needs.	**Work-Life Balance and Support**
Flexible working hours and policies.	
Frequency and quality of performance feedback.	
Balance between work and personal life.	
Use of skills and abilities in the job role.	
Transparency of performance evaluation and feedback processes.	**Perceived Organizational Support and Fairness**
Relationships and collaboration within the team.	
Being valued and appreciated by the organization.	
Support and guidance from supervisors and managers.	
Remote Work Flexibility:	**Workplace Quality and Conditions**
Responsibilities given	
Physical Work Environment	
Safety and Well-being	
Job Meaningfulness:	
Availability and quality of training programs.	**Employee Development and Reward Systems**
Fairness and adequacy of recognition and reward systems.	
Opportunities for career growth and promotions.	
Benefits Package such as health insurance, retirement plans, and other perks.	
Workload Manageability:	**Job Compensation and Workload**
Salary Satisfaction:	

The 25 variables have been divided into six factors such as "Work Environment Quality", "Work-Life Balance and Support", "Perceived Organizational Support and Fairness", "Workplace Quality and Conditions", "Employee Development and Reward Systems", and "Job Compensation and Workload".

DISCUSSION

Organizational success has always been rooted in human resources. Aligning the HR strategy with the company's overall strategy significantly relies on personnel analysis. Human resource analytics empowers HR managers to create strategies that give the company a competitive edge (Valecha, 2022). The integration of Artificial Intelligence (AI) into Human Resources (HR) processes marks a significant shift in how organizations manage their workforce. AI brings capabilities that improve efficiency, accuracy, and strategic decision-making across various HR functions, making HR practices more effective and efficient (Vishwanath & Vaddepalli, 2023).

The study showed that the number of female respondents is higher than their male counterparts, this result was supported even in other works such as Vasant et al. (2024), and Murugesan et al. (2023). This study agrees that artificial intelligence would be of great

assistance to employees, particularly in terms of eliminating repetitive and automatic work. This might potentially boost employee morale. However, if it does not provide satisfaction and job security, this might lead to chaos and instability (Balaji, (2021); Shrinivaas et al., (2021)). The study discovered that despite all of AI's benefits, employees are still worried about the technology's ethical shortcomings, including its biases, lack of accountability, lack of transparency, and lack of responsibility (Osasona et al., (2024); Shams, et al. (2023)). The analysis shows a significant difference in AI perception between rural and urban IT employees, with rural employees having a lower mean value. This disparity is likely due to limited access to technology, fewer educational opportunities (Graves et al., 2021), and heightened job security concerns in rural areas (Frenette & Morissette, 2021). Addressing these issues is crucial for fostering a more positive and uniform perception of AI across different residential contexts. Thus, the study concluded that if implemented correctly, AI in HR improves hiring, talent management, and employee engagement (Vasant et al., 2024).

While diversity initiatives have a positive impact on the job satisfaction of IT employees (Maj, 2023), there are still significant shortcomings, particularly in the implementation of essential mechanisms such as grievance redressal policies. This highlights the need for further improvement to ensure that diversity efforts are fully supported and effective in fostering an inclusive work environment. Although there are clear pieces of evidence of significant differences in employees' perceptions of diversity based on gender (Kundu, 2003), the study found that the employees from rural areas view diversity initiatives less favorably compared to their counterparts in semi-urban and urban areas.

Job satisfaction is crucial for employee retention in any workplace as this positively effects the retention of employees (Terara & Ngirande, 2014). The study found that while employees are generally satisfied with their physical work environment (Ruchi & Surinder, 2014), they are dissatisfied with performing tasks they perceive as meaningless. This suggests that employees value contributing to the organization in meaningful ways and are demotivated when assigned tasks that lack purpose or significance.

CONCLUSION

In today's rapidly evolving technological landscape, AI plays a crucial role in shaping the future of work, making it essential for organizations to understand its impact on employees. This study offers valuable insights for human resources, particularly in managing diversity and enhancing employee satisfaction. The findings indicate that AI can significantly boost employee morale, leading to increased productivity. Diversity initiatives also positively impact job satisfaction, with employees expressing high satisfaction with their physical work environment. However, this study found that the employees are concerned about the ethical challenges posed by AI, which can undermine trust and engagement if not adequately addressed. The disparity in AI perception, particularly among rural employees, points to the need for targeted interventions to bridge the digital divide and ensure equitable access to AI's benefits. Furthermore, dissatisfaction with the existing grievance redressal mechanisms and the frustration of performing meaningless tasks suggest that organizations must take a holistic approach to employee satisfaction. By addressing these issues, companies can not only improve the effectiveness of AI and diversity initiatives but also foster a more supportive, ethical, and meaningful work environment that drives long-term success.

Ultimately, this study serves as a crucial resource for HR professionals and organizational leaders, guiding them in leveraging AI and diversity strategies to enhance employee satisfaction, well-being, and overall organizational performance.

SUGGESTION

Based on the findings made by the study, the implementation of following suggestions will help in the improvement of the diversity initiatives and satisfaction level of the employees working in the tech sector.

- Develop and implement comprehensive ethical guidelines to address employees' concerns about AI's role in the workplace, ensuring transparency and trust.
- Strengthen grievance redressal processes to ensure employees feel heard and supported, addressing dissatisfaction with current mechanisms.
- Reevaluate job roles and responsibilities to ensure that employees are engaged in meaningful tasks that contribute to the organization, reducing dissatisfaction with their "meaningless" work.
- Implement targeted initiatives to improve AI perception among rural employees, such as training programs and increased access to technology, to foster a more positive and inclusive view of AI.

SCOPE FOR FURTHER RESEARCH

This study provides valuable insights into the influence of AI on employee satisfaction and the role of diversity initiatives in the workplace. However, several areas remain unexplored, offering opportunities for further research. Future studies could delve deeper into the ethical implications of AI in different organizational contexts, particularly how these concerns vary across industries and regions. Further research could also explore the long-term impact of enhanced grievance redressal mechanisms on employee morale and productivity. Examining the intersection of meaningful work with technological advancements like AI could provide a more deeper understanding of how to align employee roles with organizational goals, ensuring that technological integration supports, rather than undermines, job satisfaction. Lastly, there is a need for an in-depth analysis of how rural and urban divides influence employee perceptions of AI and technology, with a focus on creating more inclusive and equitable work environments across different geographic regions.

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