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EXPLORING AI INTEGRATION IN HRM ACROSS THE EMPLOYEES' LIFECYCLE IN IT COMPANIES IN KARNATAKA

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Abstract
This article examines the adoption and integration of Artificial Intelligence (AI) in Human Resource Management (HRM) functions across the employee lifecycle in select IT companies based in Karnataka. By using the 2023–24 annual reports of six companies—Infosys, Wipro, Mphasis, Kaveri Telecom Products Ltd, ITI Ltd, and Cranes Software Ltd—the paper explores AI tool adoption in hiring, on boarding, learning and development, performance management, engagement, and attrition analysis. Results show that learning and development is the most AI-integrated stage, followed by recruitment and performance management, while public firm and small firms lag significantly. The paper concludes with an AI maturity matrix and strategic recommendations for improving responsible and inclusive AI adoption in IT companies.

Keywords: AI, AI Integration, AI Maturity Matrix.

Introduction

With advancements in data analytics, machine learning, and generative AI, companies across sectors are increasingly leveraging intelligent tools to streamline talent acquisition, personalize employee development, predict attrition, and enhance overall workforce experience. Artificial Intelligence (AI) is transforming the landscape of Human Resource Management (HRM), evolving it from an administrative function to a strategic enabler of organizational competitiveness. In the IT industry, which thrives on technological innovation and global service delivery, the integration of AI into HRM is both a necessity and a strategic differentiator.

India's IT sector, particularly Karnataka, is a home to a mix of global giants, mid-sized innovators, and public sector enterprises. These organizations differ not only in scale and ownership but also in their digital readiness and approach to technology adoption. While leading firms have deployed sophisticated AI-powered HR platforms to manage recruitment, learning, and performance, others are still in the early stages of digitization, relying on traditional methods. Understanding this disparity is critical for policymakers, industry leaders, and researchers aiming to promote inclusive and technology-driven human capital development.

Review of literature

P. Niewiadomski, A. Stachowiak, and N. Pawlak (2019) in their paper entitled *Knowledge on IT Tools Based on AI Maturity – Industry 4.0 Perspective* explored the awareness and implementation of AI-based IT tools among agricultural machinery producers in Poland. A questionnaire was used to measure the maturity of knowledge related to AI-powered IT systems. The study found that although theoretical awareness was present, practical adoption of AI-based IT systems remained low. The authors emphasized the need for industry-specific customization of AI tools to increase adoption and relevance in HR and decision-making environments.

R. Bhagyalakshmi and E. Felix Maria (2021) in their article entitled *Artificial Intelligence and HRM: An Empirical Study on Decision-Making Skills of HR through AI in HRM Practices* analyzed the impact of AI-enabled tools on HR professionals' decision-making abilities. A sample of 140 HR managers from diverse sectors was surveyed, and factor analysis was conducted to extract dominant constructs. The authors identified two key benefit dimensions of AI: "Efficiency & Utilization" and "Fulfillment & Hiring." The study concluded that AI significantly supports HR decisions in recruitment, onboarding, and workforce utilization, especially among middle-income HR professionals.

Priyanka Wandhe (2023) in her paper entitled *HR Analytics and the Employee Lifecycle: From Onboarding to Exit* focused on the application of HR analytics at every stage of the employee lifecycle. The study used a conceptual approach and case-based evidence to discuss how data analytics supports recruitment efficiency, onboarding satisfaction, training effectiveness, and attrition control. The paper highlighted the role of real-time dashboards and feedback systems in enabling data-backed employee development. The author concluded that HR analytics has become an integral pillar in strategic HRM, enhancing retention and performance management through predictive modeling.

Ritika Gupta (2024) in her article entitled *Impact of Artificial Intelligence (AI) on Human Resource Management (HRM)* examined how AI technologies have transformed core HRM functions such as recruitment, performance appraisal, employee engagement, and training. The study followed a qualitative review method and synthesized insights from various industries. The author found that AI speeds up hiring, improves appraisal objectivity, and enhances employee monitoring. However, the study also raised concerns regarding ethical issues, algorithmic bias, and data privacy. The author recommended building strong governance mechanisms around AI implementation in HRM.

Vidushi Sharma (2022) in her article entitled *Revolutionizing Human Resources: Advanced Automation Algorithms in Employee Lifecycle Management* evaluated the use of AI-driven algorithms across the employee lifecycle. The study highlighted how automation and predictive modeling are used in recruitment (e.g., resume parsing), onboarding (e.g., chatbot-led orientation), performance tracking, and sentiment analysis. Using a conceptual framework, the paper identified efficiency, consistency, and reduced manual effort as major benefits. However, it cautioned against over-automation and stressed the need for ethical integration.

There is a dearth of disclosure-based, company-specific analysis that compares AI adoption functionally across employee lifecycle. This study fills that gap by examining 2023–24 annual reports of select IT firms through a structured AI Maturity Matrix.

Objectives

1. To study the integration of AI tools across employee lifecycle stages in IT companies.
2. To measure and evaluate AI integration across different stages of lifecycle of employees in IT companies.

Methodology

This study adopts a qualitative research design based on secondary data extracted from the 2023–24 annual reports of six IT companies in Karnataka. A lifecycle approach was employed to examine AI adoption across six key stages of Human Resource Management. For each company, AI usage at every stage was evaluated and scored. These stage-wise scores formed the basis for constructing the AI Maturity Matrix.

Commonly used AI Tools in IT Companies

Artificial Intelligence (AI) is increasingly integrated across the employee lifecycle in IT companies, enhancing the efficiency, personalization, and strategic value of HR functions. In the recruitment stage, AI tools such as *chatbots***,** *resume parsers***,** and *predictive hiring platforms (e.g., HireVue, Pymetrics, X0PA AI)* streamline candidate screening and enable unbiased shortlisting. During onboarding, tools like *Leena AI***,** *Darwinbox,* and *ServiceNow HRSD* automate workflow management, facilitate document verification, and provide real-time assistance through virtual HR assistants. In Learning and Development (L&D), platforms such as *Degreed***,** *Coursera for Business*, and *adaptive learning engines* offer personalized, gamified learning paths and AI-driven content recommendations. Performance management is increasingly data-driven, with tools like *Synergita***,** *SuccessFactors*, and *Betterworks* providing real-time feedback loops, goal-tracking dashboards, and bias detection features. In employee engagement and well-being, AI tools such as *Qualtrics***,** *Glint*, and *Humu* analyze sentiment, track mood, and offer behavioral nudges to promote workplace wellness. Finally, in attrition forecasting, platforms like *PeopleStrong***,** *Eightfold.ai*, and *Keka HR* use predictive analytics to identify flight risk, enabling proactive retention strategies. Together, these tools represent a shift from transactional to intelligent HRM, helping organizations move toward a more proactive, responsive, and employee-centric approach to workforce management.

Company-wise AI Integration across Employee Lifecycle

Table 1 below is compiled using disclosures in the 2023–24 annual reports of Infosys, Wipro, Mphasis, Kaveri Telecom Products Ltd, ITI Ltd, and Cranes Software Ltd. Each company's approach to AI integration is examined qualitatively based on explicit mentions in their Business Responsibility and Sustainability Reports (BRSR), ESG disclosures, and HR strategy sections.

Table 1 Snapshot of Company-wise AI Integration Across the Employee Lifecycle

		IT Companies					
		Infosys	**Wipro**	**Mphasis**	**Kaveri Telecom**	**ITI Ltd**	**Cranes Software**
Life Cycle Stage	**Recruitment**	AI-based resume screening, chatbots	AI-infused recruitment journey	Predictive hiring tools via Mphasis.ai	Not disclosed	Not disclosed	Not disclosed
	On boarding	AI bots for digital on boarding	Automated workflows (Lab45)	LMS-driven on boarding	Not disclosed	Basic on boarding through internal HR systems	Not disclosed
	Learning & Development	Infosys Lex & Springboard AI platforms	GenAI training for 2.25 lakh employees	Talent Next platform with gamification	Not disclosed	Basic in-house systems	Not disclosed
	Performance Management	Predictive appraisal systems	Real-time dashboards	AI-enhanced evaluations	Manual processes	Traditional appraisals	Not disclosed
	Engagement/Well-being	Sentiment analysis, voice-based AI bots	Pulse surveys, AI monitoring	Wellness apps with predictive models	Not disclosed	No structured approach	Not disclosed
	Attrition Forecasting	Predictive analytics tools	Risk profiling algorithms	AI-based attrition modeling	Not disclosed	Not disclosed	Not disclosed

Source: Compiled using disclosures in annual reports (2023-24) of the select companies.

As shown in Table 1, AI integration across the HRM lifecycle reveals varying degrees of adoption of AI among the six selected Karnataka-based IT companies. Infosys demonstrates a comprehensive and structured application of AI tools across all key HR functions, including recruitment, onboarding, learning, performance, well-being, and attrition forecasting. Wipro exhibits moderate-to-strong AI integration across select HR functions, particularly in recruitment, employee development, and attrition analytics. However, other areas such as performance management, onboarding, and well-being reflect only partial automation and limited AI-specific disclosures, indicating a balanced but not comprehensive adoption. Mphasis presents a consistent, functional use of AI across most lifecycle stages, supported by platform-based skilling and predictive tools, but lacks depth in well-being-related applications. In contrast, ITI Ltd shows limited digital adoption, with some automation in training and onboarding but minimal AI presence overall. Kaveri Telecom and Cranes Software report very little or no use of AI in any HR area, and their disclosures reflect reliance on conventional or manual HR systems.

In comparison, the three large private-sector companies—Infosys, Wipro, and Mphasis—are clearly ahead in implementing AI technologies within their HRM processes. Their reports emphasize innovation, internal platforms, and predictive capabilities across multiple stages of the employee lifecycle. Meanwhile, the remaining companies, particularly Kaveri Telecom and Cranes Software, appear to be at the early stages of digital transition. ITI Ltd, while somewhat ahead of the latter two, still lacks organization-wide AI strategy in its HR practices. This comparative snapshot highlights a digital capability gap within the sector, shaped by company size, ownership structure, and investment in technology-led HR transformation.

AI Maturity Matrix

A Maturity Matrix is a structured framework designed to assess how developed or advanced an organization, process, or function is within a specific domain. It typically categorizes maturity into defined levels—often ranging from basic or initial stages to fully optimized integration—based on specific benchmarks or criteria. In organizations, the matrix serves as a diagnostic tool to highlight progress, compare performance, and guide improvement efforts. In the present study, this framework is employed to assess the level of Artificial Intelligence (AI) integration across employee lifecycle among select IT companies.

Table 2 AI Maturity Matrix of Select Companies Across Employee Lifecycle

IT Companies	Employee Lifecycle						Average
	Recruitment	Onboarding	L&D	Performance management	Well-being	Attrition	
Infosys	5	5	5	5	4	5	4.83
Wipro	5	4	5	3	4	4	4.17
Mphasis	4	4	4	4	3	4	3.83
ITI Ltd	1	2	2	2	1	1	1.50
Kaveri Telecom	1	1	1	1	1	1	1.00
Cranes Software	1	1	1	1	1	1	1.00

Note: Scores are assigned based on assessment.

AI Maturity Matrix: An Analysis

The AI Maturity Matrix (Table 2) exhibits scores on the integration of AI tools across various employee lifecycle stages in the six IT companies. Each function in the employee lifecycle — from recruitment to attrition forecasting — is assigned score on a scale from 1 to 5, where:

- **5 = Full AI Integration** (strategic, organization-wide, tool-named usage)
- **4 = Functional AI Use** (active, but not fully scaled or detailed)
- **3 = Partial/Pilot Use** (limited in scope or testing phase)
- **2 = Automation/Traditional Mix** (basic digital systems but not AI-driven)
- **1 = No AI Use/Not Disclosed** (manual/traditional process, no mention of AI)

Infosys

The AI maturity analysis for Infosys indicates a high degree of integration across the HR lifecycle, with full-scale deployment in five out of six functional areas. In the recruitment phase, Infosys demonstrates complete AI adoption, achieving a score of 5, through the use of AI-based resume screening systems, chatbot-driven candidate engagement, and virtual assessment tools that streamline and personalize the hiring process. The onboarding function also scores a 5, reflecting the company's use of AI bots and automated workflows that fully digitize the employee induction process, including task management and real-time query resolution. Learning and Development receives a score of 5, supported by platforms like Lex and Springboard, which combine adaptive learning paths, gamified modules, and immersive technologies such as Virtual Reality (VR) and Augmented Reality (AR), benefiting over one million users. Performance management, also rated at 5, is enhanced through predictive simulators, behavioral analysis engines, and real-time dashboards that support dynamic appraisal processes. Employee well-being receives a slightly lower score of 4, as the company employs AI-powered pulse surveys and DEI initiatives. However, the annual report provides limited detail on the scope, frequency, or measured impact of these tools. In attrition forecasting, Infosys achieves the score of 5, utilizing advanced modeling systems that analyze behavioral trends, engagement levels, and performance data to proactively identify and address turnover risks. These maturity levels reflect a deliberate, well-executed AI strategy across all core HRM functions.

Wipro

The AI maturity evaluation for Wipro reflects a robust adoption of artificial intelligence across its HRM functions, with scores ranging between 4 and 5 across all stages. In the area of recruitment, Wipro demonstrates a high level of automation and AI enablement, achieving a score of 5 through AI-infused application workflows, automated screening tools, and digital platforms that enhance hiring efficiency and candidate experience. Onboarding is moderately integrated with digital processes and hybrid approaches, earning a score of 4, as the company references collaboration platforms and cultural immersion but lacks detailed disclosure of AI-specific onboarding tools. Learning and Development is one of the strongest areas of Wipro, receiving a top score of 5, owing to initiatives such as the MySkill-Z platform, Cloud and AI Academy, and large-scale Gen AI training programs that have reached over 225,000 employees. The performance management function earns a score of 3, as Wipro utilizes dashboards and limited AI-enabled analytics. However, the continued reliance on bi-annual review cycles and absence of named AI tools indicates only partial integration and a continued dependence on traditional evaluation methods. Employee well-being is rated at 4, supported by company-wide engagement surveys, wellness dashboards, and policy frameworks, with some AI integration evident but not comprehensively detailed. In attrition forecasting, Wipro earns a score of 4 by leveraging predictive analytics and workforce risk profiling to detect early warning signs of employee turnover. However, the absence of specific AI tool names, usage scale, or technical detail limits the visibility into the depth and breadth of this integration. This balanced profile indicates consistent and forward-looking AI integration across most HR domains, with room for deeper embedding in operational layers such as onboarding and engagement systems.

Mphasis

The AI maturity analysis for Mphasis indicates a consistent and structured use of artificial intelligence across its HRM lifecycle, with most functions earning mid-to-high scores. In recruitment, the company earns a score of 4, owing to its deployment of predictive hiring models through the proprietary Mphasis.ai and Talent Next platforms, which support data-driven candidate screening and talent acquisition decisions. While the tool is clearly in use, the annual report

provides limited information on the breadth of its deployment or integration across the organization, preventing a full maturity score. Onboarding also receives a score of 4, as Mphasis has adopted LMS-driven onboarding and process automation, although specific references to AI-led personalization or virtual onboarding assistants are not disclosed. The Learning and Development function is well-supported by the Talent Next platform, earning a score of 4, as it combines gamification, cloud lab simulations, and next-generation skilling in areas like AI, machine learning, and DevOps. Performance management, similarly rated at 4, involves outcome-based evaluation models and a continuous appraisal framework, indicating moderate AI use without full-scale transformation. Employee well-being receives a slightly lower score of 3, reflecting the presence of DEI councils, wellness dashboards, and pay parity assessments. However, these appear to be driven more by static analytics and policy frameworks than by adaptive, AI-powered platforms capable of real-time or predictive decision-making. In the domain of attrition forecasting, Mphasis achieves a score of 4, with its use of risk profiling mechanisms to identify potential turnover, though the degree of predictive sophistication remains moderately described. Overall, Mphasis demonstrates a solid mid-tier AI maturity profile, with integrated systems supporting most HR functions and opportunities for further advancement in well-being.

Kaveri Telecom Ltd.

The analysis of Kaveri Telecom's AI maturity in HRM functions indicates a minimal presence of artificial intelligence, with uniform scores of 1 across all lifecycle stages. In the recruitment phase, the company does not disclose any use of AI-based screening tools, automation platforms, or predictive hiring models. The onboarding function also receives a score of 1, as no onboarding systems, digital interfaces, or AI-guided modules are mentioned. Learning and Development similarly scores 1 due to the absence of structured training programs or digital learning platforms; no mention is made of skill assessments, adaptive learning, or e-learning tools. The performance management system is entirely manual, based on traditional appraisals, leading to a score of 1. Employee engagement and well-being are not addressed in the report, and no reference is made to AI-driven sentiment tracking or wellness initiatives, resulting in another score of 1. Finally, in attrition forecasting, no systems or analytics are described, and the topic is not discussed, justifying a score of 1. In summary, Kaveri Telecom appears to follow conventional HR practices with little to no visible integration with AI or digital transformation initiatives.

ITI Ltd.

The AI maturity evaluation for ITI Ltd reveals limited integration of artificial intelligence in its HR functions, with scores ranging from 1 to 2 across lifecycle stages. In recruitment, the company scores 1, as there is no indication of AI-enabled tools or automated processes, with hiring largely following standard government protocols. Onboarding receives a slightly higher score of 2, reflecting the presence of induction programs and HR workshops, but with no evidence of digital workflow tools or AI-based assistants. The Learning and Development function earns a score of 2 as well, supported by in-house training initiatives and participation in national programs like Skill India and Karmayogi Bharat. While these programs indicate a commitment to employee development, they are primarily traditional in nature and do not involve AI personalization or adaptive learning systems. Performance management also receives a score of 2, given the use of conventional appraisals and manually tracked evaluation metrics. Employee well-being, however, remains largely informal and receives a score of 1, as the company organizes general wellness sessions and motivational programs but does not employ AI for monitoring or sentiment analysis. Similarly, attrition forecasting is not addressed in the annual disclosures, resulting in a score of 1. Overall, ITI Ltd exhibits basic HR functions with limited digitization, and AI integration appears absent or nascent.

Cranes Software Ltd.

Cranes Software displays a similar AI maturity profile to Kaveri Telecom, with all HR lifecycle stages scoring 1 due to the absence of any reported AI tools or systems. In recruitment, the company does not indicate the use of AI for candidate shortlisting, assessment, or automation. Onboarding processes are not elaborated upon in the annual disclosures, resulting in a score of 1 due to lack of evidence of AI or digital integration. The Learning and Development function also scores 1, as there is no mention of structured training programs, digital content delivery, or AI-enhanced platforms. Performance management is manual and traditional, given the absence of HRM system references or data-driven evaluation methods. In the area of employee well-being, there is no indication of structured engagement policies or wellness tracking, automation, earning another score of 1. Lastly, attrition forecasting is not addressed or even mentioned, justifying the lowest score 1. Overall, Cranes Software's reporting reflects a conventional HR environment without visible AI-led transformation.

AI Maturity Matrix- A Comparison among Select Companies

The AI Maturity Matrix reveals significant variation in the level of artificial intelligence integration across the selected Karnataka-based IT companies. Infosys, with an average score of 4.83, demonstrates a highly mature and structured AI adoption across nearly all HRM functions. The company's consistent use of GenAI platforms, predictive modeling, and learning simulators reflects a deeply embedded digital strategy aligned with workforce transformation. Wipro, with an average score of 4.17, exhibits moderately strong AI integration, particularly in recruitment and learning and development. However, functions such as performance management and attrition forecasting still reflect partial automation and limited AI-specific disclosures, indicating opportunities for deeper integration. Mphasis, scoring 3.83, reflects a balanced but mid-tier level of AI deployment, with functional use across key areas such as recruitment and learning, but relatively limited penetration in well-being and onboarding systems.

In contrast, the remaining three companies—Kaveri Telecom**,** Cranes Software, and ITI Ltd—demonstrate significantly lower AI maturity. Both Kaveri and Cranes show uniform scores of 1, indicating little to no AI presence

across the HR lifecycle. These firms either follow conventional HR practices or lack sufficient digital disclosure to assess AI adoption. ITI Ltd, though slightly higher with a 1.50 average, reveals only basic digitalization in onboarding and training but lacks AI deployment in other strategic areas such as recruitment and employee engagement. This divergence suggests a clear digital divide between private-sector leaders with advanced digital infrastructure and smaller or public enterprises constrained by budget, policy, or legacy systems.

The disparity also reflects differences in organizational readiness, investment capacity, and strategic focus. Larger firms, backed by global clients and innovation mandates, are leveraging AI to drive personalization, efficiency, and predictive capabilities in workforce management. In contrast, resource-constrained firms remain in early stages of digital evolution, often relying on traditional human-led processes that limit scalability and responsiveness.

AI Maturity Matrix- A Comparison across Employee Lifecycle

The analysis of AI integration across the six key stages of the HRM lifecycle reveals variation in adoption levels among the selected companies. The interpretation below outlines how each function is digitally enabled through AI, supported by company-wise scores.

Recruitment shows strong AI maturity in large private-sector firms. Infosys, Wipro, and Mphasis score 5, 5, and 4 respectively, indicating the use of AI-based tools for resume parsing, candidate-job matching, and automated screening processes. In contrast, Kaveri Telecom, ITI Ltd, and Cranes Software all score 1, reflecting a lack of AI-enabled hiring tools or absence of disclosure on recruitment automation.

Onboarding reveals moderate variation across firms. Infosys scores 5, demonstrating the use of AI bots and end-to-end virtual onboarding workflows. Wipro and Mphasis each score 4, with hybrid models and automated LMS-led processes in place, though not fully AI personalized. ITI Ltd receives a score of 2, while Kaveri and Cranes Software both score 1, indicating traditional onboarding processes with minimal or no AI involvement.

Learning and Development (L&D**)** emerges as the stage with the most consistently high scores. Infosys and Wipro both score 5, having invested in personalized, gamified learning portals, such as Lex and MySkill-Z, along with GenAI training ecosystems. Mphasis scores 4, offering cloud labs and AI-curated content under its Talent Next platform. ITI Ltd receives a 2, citing basic internal training and participation in national skilling programs. Kaveri Telecom and Cranes Software, with scores of 1 each, show minimal investment or disclosure in digital learning.

Performance Management exhibits strong adoption in Infosys with score 5, where predictive appraisal systems and behavioral dashboards are in place. Wipro earns a score of 3, due to its continued reliance on biannual review cycles despite using dashboards. Mphasis remains at 4, incorporating outcome-based evaluation models. ITI Ltd scores 2, and Kaveri and Cranes again receive 1, indicating reliance on conventional performance appraisals without AI augmentation.

Employee Engagement and Well-being remains one of the least AI-integrated areas. Infosys, Wipro, and Mphasis score 4, 4, and 3 respectively, reflecting some use of AI-driven sentiment analysis, pulse surveys, and engagement dashboards. However, the depth and scale of integration remain limited. ITI Ltd, Kaveri Telecom, and Cranes Software all score 1, with either no reporting or traditional, unstructured wellness initiatives.

Attrition Forecasting also shows polarization. Infosys scores 5, while Wipro earns a score of 4, as it mentions risk profiling and early warning systems but without naming specific AI platforms or confirming scale. Mphasis remains at 4, referencing risk modeling with moderate detail. The remaining three companies each score 1, with no disclosure of tools or strategies related to attrition prediction or workforce planning.

Based on this scoring pattern, Learning and Development stands out as the most consistently AI-integrated HRM function across companies. With three firms scoring 4 or higher and clear evidence of AI-curated platforms, adaptive content delivery, and large-scale upskilling initiatives, learning and development has emerged as the primary focus area for AI-led transformation in the IT sector. Its alignment with organizational growth, future skill demands, and measurable return on investment makes it a strategic priority, particularly among digitally mature enterprises.

Conclusion

By mapping AI adoption across key stages of the employee lifecycle—recruitment, onboarding, learning and development, performance management, engagement and well-being, and attrition forecasting—the study reveals both progress and gaps in the digital transformation of HR practices.

The analysis highlights that Infosys, Wipro, and Mphasis have embraced AI with strategic intent, embedding it across most HR functions. These organizations demonstrate mature use of AI through tools like GenAI-based learning portals, predictive hiring algorithms, performance simulators, and attrition modeling frameworks. In contrast, Kaveri Telecom, ITI Ltd, and Cranes Software lag considerably, with little to no disclosure of AI usage in their HRM processes. This clear digital divide reflects differences not only in technological readiness and investment capacity but also in leadership vision and organizational culture.

Among all lifecycle stages, Learning and Development (L&D) emerged as the most AI-integrated function, underscoring a broader industry trend of using AI to drive upskilling and future-readiness. Conversely, employee engagement and attrition forecasting remain underdeveloped in AI terms, especially in public sector enterprises and smaller firms. This imbalance suggests that while AI is gaining traction in operational and efficiency-oriented domains, its potential for employee experience, well-being, and strategic retention is yet to be fully tapped.

The AI Maturity Matrix used in this study serves as a comparative framework to understand the varying levels of AI adoption across HRM functions. The findings suggest that differences in AI integration may be influenced by factors such as organizational scale, ownership type, and strategic focus. As organizations continue to navigate digital

transformation, future research and practice may benefit from deeper assessments of employee-centric AI applications, especially in underexplored areas like well-being and retention. Understanding and addressing these gaps will be crucial for shaping a more inclusive and strategically balanced use of AI in human resource management.

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