

Report On
**Utilizing AI to Enhance HR Processes: A Study on Its Impact
on Employee Retention at Venturas Ltd.**

By

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ID: 21364094

An internship report submitted to the Brac Business School in partial
fulfillment of the requirements for the degree of
Masters of Business Administration

Masters of Business Administration
Brac University
February 2026

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Declaration

It is hereby declared that

1. The internship report submitted is my/our own original work while completing degree at Brac University.
2. The report does not contain material previously published or written by a third party, except where this is appropriately cited through full and accurate referencing.
3. The report does not contain material which has been accepted, or submitted, for any other degree or diploma at a university or other institution.
4. I have acknowledged all main sources of help.

Student's Full Name & Signature:

Md. Redwanul Islam Rahat
ID: 21364094

Supervisor's Full Name & Signature:

Tarnima Warda Andalib, PhD
Assistant Professor
BRAC Business School, BRAC University

Letter of Transmittal

Tarnima Warda Andalib, PhD
Assistant Professor
BRAC Business School
BRAC University
66 Mohakhali, Dhaka-1212

Subject: Internship Report on “Utilizing AI to Enhance HR Processes at Venturas Ltd.”

Dear Madam,

I am pleased to submit my internship report on **"Utilizing AI to Enhance HR Processes at Venturas Ltd."** as part of my internship program. This report reflects the experience, knowledge and insights I gained during my internship period at Venturas Ltd. I have tried my best to ensure that the report is informative and responsive to needs.

I sincerely hope that this report meets your expectations and provides valuable information. Thank you for your guidance and support throughout the internship period.

Sincerely yours,

Md. Redwanul Islam Rahat
Student ID: 21364094
BRAC Business School
BRAC University
Date: March 26, 2025

Non-Disclosure Agreement

This Non-Disclosure Agreement (NDA) was entered into at Venturas Ltd. and Md. Redwanul Islam Rahat. The NDA outlines protections for confidential proprietary information provided to Md. Redwanul Islam Rahat during the working hours. This Agreement ensures that all information relating to the Company's systems, services, customers and data remains confidential and will not be disclosed to any third party without Venturas Ltd's prior written consent.

For the purpose of this Agreement, "The Use of AI to Enhance the Productivity of Human Resources at Venturas Limited.". All other articles or materials of commercial value or aspects shall be included.

Md. Redwanul Islam Rahat

Student ID: 21364094

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Salvana Ahmed

HR Lead (Talent Acquisition & Management)

Venturas Ltd.

Acknowledgement

I am very grateful to Venturas Limited for giving me the opportunity to complete my internship in their organization. My sincere thanks to Venturas Ltd. and would also like to express my appreciation for the support of my academic advisor Tarnima Warda Andalib PhD during this period.

Finally, I would like to express my gratitude to my academic institution for the support and encouragement during the internship program.

Executive Summary

This report summarizes my internship at Venturas Ltd., It is a Japanese IT company based company in Bangladesh and they are specialized in managing IT projects from Japan for Bangladeshi engineer's. My focus became on HR capabilities, specifically integrating AI into HR tactics and participating activities and growth employee engagement and focus on employee retention. The company can benefit from understanding how technologies like AI can improve HR by helping to implement AI-powered tools, organizing employee engagement events Key takeaways include the importance of data-driven decision-making and employee flexibility. Based on my findings, I recommend ongoing training for HR professionals in the use of AI and fostering a culture of innovation to continuously improve HR practices. Overall, this experience demonstrated how AI affects HR at Venturas Limited for helping employee retention and its importance in the changing IT landscape.

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List of Acronyms

AI	Artificial Intelligence
IT	Information Technology
HR	Human Resources
NPL	Natural Language Processing
ML	Machine Learning
ERP	Enterprise Resource Planning
ATS	Applicant Tracking System
KPI	Key Performance Indicator
HRIS	Human Resources Information System
IoT	Internet of Things
SaaS	Software as a Service
BI	Business Intelligence
CRM	Customer Relationship Management
API	Application Programming Interface
UX	User Experience
L&D	Learning and Development
RPA	Robotic process automation

Glossary

Artificial Intelligence (AI)	The simulation of human intelligence in machines that are programmed to think like humans and mimic their actions, enabling decision-making based on data.
Robotic Process Automation (RPA)	The use of software robots or 'bots' to automate repetitive digital tasks.
Human Resources Information System (HRIS)	A software solution that manages and processes HR data such as employee information, payroll, recruitment, and benefits.
Machine Learning (ML)	A subset of AI that enables systems to learn from data and improve their performance over time without being explicitly programmed.
Natural Language Processing (NLP):	A field of AI that focuses on the interaction between computers and humans using natural language, allowing machines to understand, interpret, and generate human language.
Key Performance Indicator (KPI):	A measurable value that demonstrates how effectively a company is achieving key business objectives.

Chapter 1 Overview of Internship

1.1 Student Information

Name: Md. Redwanul Islam Rahat

ID: 21364094

Program: MBA

Major: Human Resource Management

1.2 Internship Information

Company Name: Venturas Ltd.

Internship Period: 4 Months (November 2024 – March 2025)

Department: Human Recourse Department

Company Supervisor Name: Salvana Ahmed

Designation: HR Lead (Talent Acquisition & Management)

1.3 Job Responsibilities

- Conduct Talent Acquisition and Management
- Develop and align HR strategies with the company
- Manage the full recruitment cycle: crafting job descriptions to onboarding
- Manage compensation and benefits programs
- Evaluate employee performance
- Conduct employee performance assessment for confirmation
- Formulate, update & execute different letters, policy & notice
- Conduct exit interviews & Final Settlements
- Handle disciplinary procedure, complaints & grievance of employees
- Ensure the integrity of personnel files by keeping them accurate

1.4 Internship Outcomes

Through my work with Venturas Ltd., I applied myself in practice to integrating AI into the processes of HR, and that developed my knowledge of how technology can facilitate the work of HR and increase employee engagement. I contributed to implementing AI-driven tools and participated in initiatives related to talent management. Furthered knowledge on data-based decision-making in HR; it became crystal clear that adapting to new technologies is highly crucial for the success of organizations. Overall, this internship taught about how HR and AI meet at a dynamic IT environment.

1.5 Student's contribution to the Company

During my internship at Venturas Limited, I had the opportunity to contribute to several projects aimed at improving HR processes. My role includes supporting efforts to use technology to streamline recruiting and enhance training programs. These experiences helped me understand how technology can make HR more efficient, and the challenges and opportunities that come with it.

Assistance in recruitment: One of my main jobs was to help improve recruitment. I worked closely with the HR team to optimize the Applicant Tracking System (ATS). The aim was to better match candidates with job requirements, especially for positions in the Japanese market. This required flexibility in the system so that it could better understand the skills and experience of applicants, making the shortlisting process faster and more accurate. I also analyzed trend data to provide a how the system provided recommendations was successful, simplifying the process for recruiters and job seekers.

This experience showed me how technology can help reduce recruitment biases and enhance the hiring process. It also shows how technology can help connect talented people in Bangladesh with job opportunities in Japan, in line with Venturas Limited's mission.

Enhancement of staff training programs: Another highlight of my internship was improving employee training programs. I helped collect and analyze data on how employees learned and worked, and used it to create personalized training materials. The approach was especially helpful for Bangladeshi engineers preparing to work for Japanese companies, as it made them focus on areas such as technical skills, Japanese language and cultural differences in business interactions.

I also helped develop feedback mechanisms for these training programs, using technology to analyze feedback and adjust training content as needed. This hands-on workshop helped me understand how technology can make training more effective and engaging, in line with Venturas Limited's goal of producing a skilled workforce.

Improving automation in HR processes: I also helped automate routine HR tasks. I helped identify tasks such as data entry and reporting that could be automated. Working with the automation team identified ways to make these processes more efficient, reducing the amount of manual work and improving accuracy. This experience showed me how automation can free up HR staff to deliver focus on strategic initiatives, to make HR more efficient.

Studies and Observations: Throughout my internship, I learned a lot about how technology can change HR jobs. I realized that although technology offers many benefits, such as faster and more efficient work, it is important to balance this with understanding people's needs. My time at Venturas Ltd helped me achieve the knowledge I used to find this balance, and see how the company focuses on innovation, helps bring people and international markets together.

1.6 Recommendation (to the company on future internships)

For future internships, I would recommend that Ventura Ltd. be structurally guiding, allowing interns to become oriented through different divisions. This would keep the interns on track because they would fully understand the work they were doing and how it was contributing to the goal of the company. They would better appreciate the application of such technologies to business processes if allowed to work with other areas like IT, operations, and HR. It would be worthwhile of an internship if the work was more project-oriented, where interns across different disciplines can team up and thus learn easily in the process.

Chapter 2 Organization Part.

2.1 Overview of Venturas Ltd.

Venturas Limited is a Japan-based provider of innovative IT solutions which is growing in popularity in Bangladesh. From the beginning, Venturas Ltd. has been a bridge Japan and Bangladesh will provide high-quality IT services to Japanese companies. Venturas Limited doesn't just provide IT services but also a strategic partner who guides organizations Through complex digital transformation. Venturas Ltd. unique combination of Japanese Bangladeshi business culture and technology enable profitable growth Solutions that help customers achieve their goals in an increasingly digital environment. Written by Venturas Ltd. Ltd. continues to have a significant impact on the IT industry both locally and globally Focus on quality, innovation and customer success.

Venturas Limited's ability to efficiently handle remote IT projects gives Japanese contractors access to qualified software developers and IT experts in Bangladesh This arrangement allows for effective collaboration across borders and ensures projects are completed at timeliness and high standards. The company's expatriate employees promote a combination of Japanese precision and Bangladeshi creativity, creating a unique synergy that sets Venturas Limited apart from other IT providers

Venturas Limited focuses on continuous improvement and remains at the forefront of technological advancements. These insights have led organizations to invest in AI-powered solutions and process automation, which have become essential components of their service delivery Venturas believes that through AI and RPA, organizations can streamline processes, increase productivity, and deliver value-added services to customers Venturas Limited's forward-thinking approach makes it a partner that organizations are eager to as soon as they incorporate state-of-the-art technology into their operations

Ventures Ltd doesn't just provide IT services; It is a strategic partner that guides organizations through complex digital transformation. Venturas Limited's is the combination of Japanese business culture and Bangladeshi technical expertise enables it to develop value-added solutions and services that help customers meet their objectives in digital environment. Venturas Limited continues to try to make a significant impact in the IT industry locally and globally through the focus on quality, services, innovation and customer success.

2.2 Services and Offerings

Ventures Ltd. offers a wide range of IT services which meet the various needs of its customers, with special importance on software development, AI solutions, Robotics engineering and other sophisticated digital applications. Their services are to support organizations in digital transformation and prioritize efficiency, creativity and best quality standards they provide.

Software Development and IT Services: Venturas Limited's focus is to utilize competence in software development and software services to meet their code customer needs. It provides different software solutions, starting from unique apps up to large enterprise software systems, matching individual requirements of every Japanese client. Venturas Ltd. have a team of qualified software engineers and IT specialists in Bangladesh Company's and they have remote project management capabilities. This ensures that smooth collaboration between clients and Bangladeshi development teams is effective for complete transparency and smooth development of the business.

AI and automation solutions: Venturas Ltd. recognize the dynamic artificial intelligence and automation in maintaining their customers ahead in the digital game. The AI solution will include many things: machine learning models, natural language processing tools, and predictive analytics that help streamline and automate tasks to provide good quality experiences to the customer. It also provides various services of RPA for corporations to automate their processes, reduce costs, and enhance productivity. Venturas Ltd: They help organizations unleash new growth, opportunity, and innovation capabilities by embedding AI into daily core operations.

Blockchain and FinTech Solutions: Venturas Ltd. expanded its service offering to include blockchain-based solutions by realizing the potential of blockchain technology. These projects aim to provide secure and transparent channels for financial transactions, goods a delivery management and data storage. Venturas Ltd. Its customers work to develop blockchain applications that protect data integrity, improve security, and simplify complex operations. With the advent of digital currencies and decentralized finance (DeFi), Venturas Ltd helps companies use blockchain to compete in the fintech sector, and develop scalable solutions that meet business needs.

Job Placement Services for Bangladeshi Engineers: Apart from its core engineering services, Venturas Ltd is committed to providing opportunities for skilled Bangladeshi

engineers in the global market, especially in Japan. The company's outsourcing business requires qualified technicians from Bangladesh and respected organizations in Japan will be involved, offering a global career development approach. L helps engineers develop professional profiles by providing certification counseling. The program not only helps technicians find jobs but also facilitates exchange of knowledge and skills between Bangladesh and Japan.

Business Communication & Japanese Language Training:

While technical services are vital, cultural and language capability is equally of essence when serving clients across the world. In this regard, Venturas Limited offers focused training in the Japanese language and business communications, facilitating the communication and understanding between Bangladeshi engineers and their Japanese counterparts. These trainings help engineers and IT professionals learn the language and introduce them to the intricacies of Japanese corporate culture. The courses range from basic Japanese language skills to sophisticated business etiquette, communication techniques, and business communication. Venturas Ltd.

Therefore, the range of products and services offered by Venturas Limited reflects a commitment to quality, innovation, and customer satisfaction. As many of these services are deploying state-of-the-art technologies and solutions in human-centered services like language learning and job placement, Venturas Limited contributes substantially to the creation of a collaborative environment that will help companies both in Bangladesh and Japan. With its flexibility to respond to new technologies, with the development of talent, the business is a good partner for those looking at digital transformation and the use of global opportunities.

2.3 Mission and Vision Statement of Venturas Ltd.

Mission Statement: “We create a society where everyone realizes their dream by maximizing potential.”

Vision Statement: “Spreading businesses in the world, and giving the social impact to more than 100 million people for their better lives.”

2.4 Management Practices

At Venturas Ltd., the leadership style is participative; hence, all employees take part in decision-making, and communication at all levels is openly encouraged. This inclusive style

allows the company to gain from diverse perspectives-a reflection of the different investments of their respective groups. This leadership style is important for the company's ability to adapt, especially in the ever-changing IT industry where creativity and responsiveness are paramount.

The human resource strategy at Venturas Limited is well aligned with the objectives of long-term growth. The company balances its staffing by hiring a mix between technical expertise and cultural fit. It sources top Bangladeshi engineers trained in Japanese language and business communication, and thus ensures smoother collaboration with its Japanese clients. This will be a good recruitment strategy that will help Venturas provide a competent, flexible workforce that can meet customer needs and maintain strong international relationships.

The company's remuneration structure is competitive, performance-related, and directly linked to the contribution of its employees toward business outcomes. Venturas believes in recognizing hard work and offering people an incentive so that they perform to their fullest potential. Additionally, the company invests heavily in training and development, including technical enhancement and language skill programs. This emphasis on continuous improvement ensures that the employees are not only updated with the latest happenings in the field of industry standards but are also well-equipped to deal with the peculiar requirements of working in different cultures.

Ventura's performance appraisal system captures objective appraisals with human perspectives for fairness and transparency. The individual contributions of employees in working collaboratively toward the accomplishment of larger company goals are rewarded. Performance management in an organization reflects growth in productivity, satisfaction, and the achievement of goals that guarantee success at the base that leads the competitive IT industry.

2.5 HR Practices

Venturas Ltd has adopted an effective, proactive, employee-focused, and professional approach to the management of HR. In view of being a technologically innovative company, Venturas has revamped the HR processes in order to align employee needs and capabilities with the needs of the business. The best practices of the Company's HR play a significant role in the recruitment, development, and performance management of its employees.

Recruitment and Talent Acquisition

There is a potent and streamlined recruitment and talent acquisition strategy at the core of the human resources strategy of Venturas Ltd. The Company applies a highly effective and objective way of identifying and giving emphasis to candidates, consistent with its business objectives and the needs of the clients. One of its key aims is to create employment opportunities for Bangladeshi engineers in the Japanese market. To achieve this, Venturas Limited has implemented a structured applicant-screening process based on certain criteria. These include technical skills, language skills, and cultural aptitude – qualities that make the candidates competent enough to grab Japanese market opportunities. The Company's recruitment strategy has been successfully bridging the gap between skilled Bangladeshi professionals and Japanese employers.

Its solid and progressive HR management approach has been developed by focusing on efficiency, employee engagement, and professionalism. As a company driven by technological advancement and innovation, Venturas Ltd has optimized its HR processes to align employee needs and capabilities with business needs. The HR practice of the company plays a significant role in recruitment, employee development, and performance management.

Employee involvement and training

Venturas Limited prioritizes employee engagement and continuous improvement. Specialized training programs, such as technical and soft skills like language and professional communication, prepare Bangladeshi engineers for their operation in the international market. A structured learning pathway ensures that employees receive relevant training to make them effective in their respective roles and help in professional development.

More so, Venturas monitors employees' welfare through its policy on employee welfare and engagement. This is enabled through regular feedback mechanisms that allow the HR managers to measure employees' morale and satisfaction, ensuring that there is a conducive working environment in which employee concerns are addressed in advance. With this focus on engagement, employee retention has been facilitated through the retention of motivated employees.

Effective management of routine HR functions

The organization pursues operational excellence in all human resource practices. Ventura Limited has developed mechanisms for dealing with regular business activities such as payroll, leave tracking, and performance appraisals. This, in turn, automates the processes and therefore allows the human resource team to focus on strategic planning, accuracy, and proper data management with appropriate compliance. This will also reduce administrative workload for the human resource staff, so they can concentrate more on employee development and career goals.

All the human resource practices of Venturas Ltd point to the commitment of the firm towards operational excellence and the welfare of its staff. The company will ensure that, through recruitment excellence, individual employee development, and flexible work arrangements, its employees will be in a better position to meet the needs of the employees and customers. Ventures Ltd continues to set standards for human resource practice in the IT industry, where technology and people-centered approaches blend for the benefit of all stakeholders.

2.6 Company Organogram

The organizational structure for Ventures Ltd. is customized to ensure efficiency, clear communication, and effectiveness within all its departments. At the top of the company, there is a Board of Directors, which sets the overall strategy and direction. Immediately below the board comes the CEO, overseeing the operations of the board to ensure that all departments are in line with the goals and objectives set by the board.

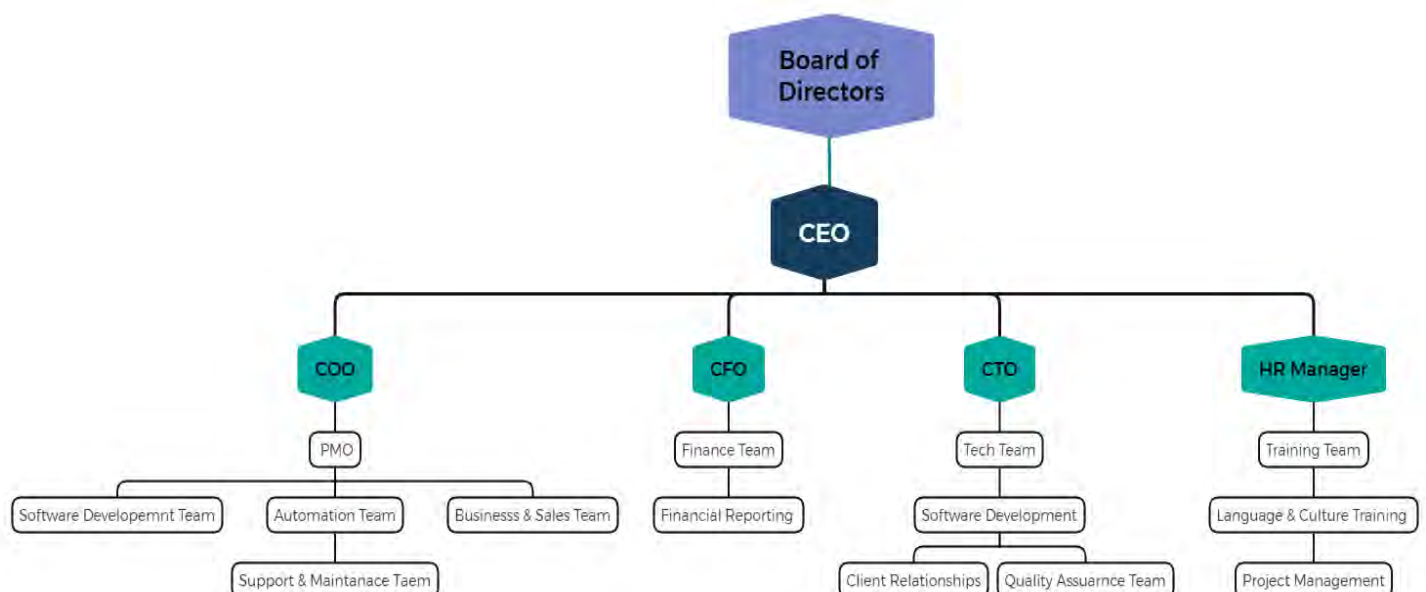


Figure 1 Company Organogram of Venturas Ltd.

Ventures Ltd. organizational structure is designed for efficiency, clear communication and efficiency in all its departments. At the top of the company, the Board of Directors provides overall strategic direction and direction. The CEO, who is immediately below the board, oversees the operations of the board, ensuring that all departments are in line with the goals and objectives of the board

Supporting the CEO are several key executive roles, including the COO (Chief Operating Officer), CFO (Chief Financial Officer), CTO (Chief Technical Officer), and HR Manager the COO controls the business side of the business, and ensures day-to-day operations and management are closely monitored. The COO oversees various teams, such as the Project Management Office (PMO), Software Development Team, Automation Team, Support and Maintenance Team, Business Sales Team These teams work together to develop, maintain and deliver software solutions on time , while focusing on customer acquisition and retention.

The CFO is responsible for all financial aspects of the company, ensuring that resources are properly allocated and the financial health of the company is strengthened The CFO oversees the finance team for budgeting and financial operations, and the financial reporting team

The CTO plays a key role in managing the technical aspects of the business. This includes managing the technical team, ensuring that state-of-the-art technology is used across projects. The CTO will oversee the software development team, the customer relationship team, and the quality control team. These teams work in harmony to ensure that superior software solutions are delivered to the clients while relationships are maintained, with the final product meeting high standards.

Therefore, the role of Human Resource Manager is to address all issues concerning HR with a focus on employee's welfare and development. Within these services, the training unit develops skill in employees, while the language and cultural training unit develops Japanese language skills and helps them understand the business culture of Japanese clients.

A clearly defined and well-structured organization design ascertains that Venturas Limited is able to function in a more functional manner-that collaborates across teams and functions for the overall bottom line of customer satisfaction, innovation, and operational excellence.

2.7 Harvard Model of Venturas Ltd.

Harvard's Model of HRM is a framework developed at Harvard Business School that looks at integrating the key areas for effective human resource management. These areas are: stakeholder interests, context, HR policies, what consequences, and long-term consequences. The model, therefore, stresses the need to align these strategies in such a way that an integrated HR system supports both the organizational and employee interests. It emphasizes the consideration of the needs of various stakeholders in order to achieve optimal organizational performance.

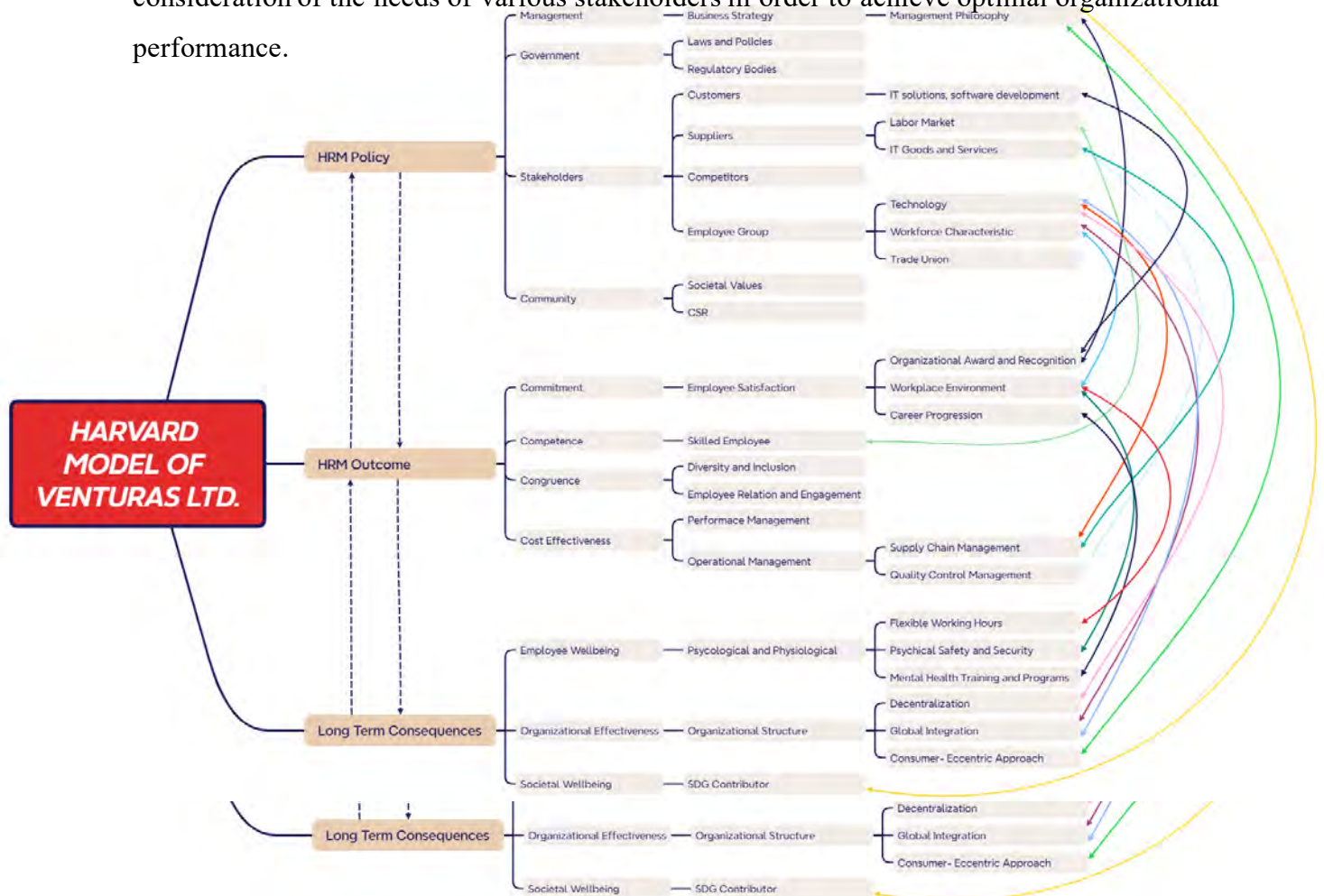


Figure 3 Harvard Model of Venturas Ltd.

At the heart of the HRM approach lies the employment of the advantages of both countries, Bangladeshi and Japanese, for bridging the gap in culture and technology. The organization is very business-process oriented. Merging innovative problem-solving skills of Bangladeshi IT professionals, Japanese precision assures compliance with the provincial laws with regard to ensuring a peaceful work environment that is respectful of the cultural contexts. While at it, Venturas Limited has been committed to training its staff not only in leading-edge

technologies like blockchain and AI but also basic Japanese language and cultural training for smooth interfacing with the customer base.

All these processes create a committed, competent, and capable team. The company opened up an opportunity for Bangladeshi engineers to work in Japan for career development, creating an environment where learning and recognition are very important, helping them create a motivated team that can deliver quality services to the clients. It is therefore going to leverage talent in Bangladesh through automation, enabling the company-Venturas Ltd.-to offer quality services at the best possible price to Japanese companies willing to go digital.

At Venturas Ltd., the investment in people and culture for quite a long period now has been one of the strong influences inside the company and within the community in which the company operates. It values the well-being of its workers, finding them happy and productive with flexible working and mental health support. It manages customers' needs efficiently and innovatively very fast. They made a difference by giving working opportunities to Bangladeshi engineers in Japan for better training in this regard. A step like this just reinforces the role of Ventura Ltd. as a leader in the IT world but also in building up a more connected and sustainable tech community.

Therefore, the managing of the team in Venturas Limited is all about striking a balance in culture, skills, and interfaces with local stakeholders. The company ensures that its policies assure a friendly and welcoming workplace, contributing to continuous learning and development of the employees through their professional skills. This improved the output, such as committed and knowledgeable staff delivering quality services at advantageous prices.

With a proper employee management system in place, therefore, it is not so difficult for Venturas Ltd. to take the lead in digital transformation while sustaining operational efficiencies, employee welfare, and community empowerment.

2.8 Porter's Five Forces Analysis for Venturas Ltd.

Competition in the industry: Venturas Ltd. operates in the IT services industry, with many companies providing software development and digital solutions. Competition intensifies, as new IT companies, both local and international, target Japanese customers as well and focus on digital changes in the. Venturas, however, stands out by combining Japanese business practices with Bangladeshi technical expertise, helping to deliver exceptional value.

Threat for new entrants: There is a low barrier to entry in the IT field, especially as remote work becomes commonplace. New companies can easily do business, but it takes time to build reputation and trust, especially with Japanese consumers who value quality and reliability. Venturas have an advantage here because they already have relationships and have proven their ability to deliver quality services.

Negotiating power of suppliers: Venturas relies on skilled software developers and IT professionals, making Bangladesh's talent pool an important vendor. In Bangladesh, although the IT professionals that have there is a lot of knowledge though and the competition for top talent is fierce. Venturas maintain an edge by providing internship opportunities in international projects, training in Japanese language and business culture, attracting experienced engineers

Consumer bargaining power: In information technology, consumers have more options, so their bargaining power is greater. They can choose from a variety of providers based on price, quality and expertise. Venturas addresses this by focusing on high-quality, customized solutions that meet the specific needs of Japanese businesses. Their knowledge of the Japanese market gives them an advantage when dealing with these clients.

Threat of alternatives: Customers risk replacing Venturas services with in-house IT teams or other service providers who push for faster or cheaper solutions but Venturas a deeper understanding of Japanese business culture and its ability to effectively manage cross-border transactions makes it harder for clients to do so find alternatives to do just that

2.9 SWOT Analysis for Venturas Ltd.

Strengths: Include that Ventura merges Japanese business culture with Bangladeshi technical skills, which is quite different from other IT outsourcing vendors. This will assure high-quality software and AI solutions, hence meeting the expectations of Japanese customers. It also provides special language and cultural training that enables its engineers to communicate more effectively with their customers.

Weakness: The challenge that Venturas faces is the competition of skilled IT people in Bangladesh because other companies would have lured this talent with international exposure

and thus may offer better remuneration or fringe benefits. Their exposure to a niche market, Japanese consumers, also exposes them to the shifts in the Japanese economy and trade.

Opportunities: The company will extend operation in other markets out of Japan by offering services that the market needs for transformation. Offer expansion in AI and automation to meet the current demand for requirements of the market across the globe. Looking out for others while continuing with existing will strengthen Japanese firms' positions in the market.

Threats: These technological changes and entry of newer players may threaten the continuous need for the Venturas to come up with innovations. Besides, any economic slowdown in Japan can dampen the economy of their customers because the companies may reduce their IT spending. The rise of working from home also meant that more and more companies across the world can compete for the same services.

Competitive Advantage: The competitive advantage for Ventura Ltd. comes pretty significantly from insight into Japanese business culture, integrated with the inflow of skilled IT professionals in Bangladesh. It is an integration that enables them to provide customized solutions, continuing their relationships with Japanese customers-something which would be hard to emulate by new entrants or competitors in the near future. Much emphasis on training and development, particularly in languages and cultures, helped them distinguish themselves in this industry.

Chapter 3 Project Part

3.1 Background

AI is now changing the human resources profession, firms are now seek to be more efficient and competitive and many of them have now turned their eyes to AI to help with key human resource tasks such as recruitment, performance management, and employee engagement. AI can analyze a lot of data efficiently and fast, using data usage insights from HR teams that helps to make decisions. As the adoption of artificial intelligence (AI) increases, the appropriate integration of AI into human resource management (HRM) is essential for organizations aiming to remain competitive This chapter examines AI best practices in HR processes, including aligning technology with organizational goals, change management, and the

importance of human-centered approaches. The focus is on potential complications will be reduced. These measures are essential to maximize the benefits of AI in HR.

Traditional HR decisions, like performance appraisal or employee performance management, would fall prey to human error. It's in steering clear of those pitfalls that the heavy algorithms of AI came in handy. Certain roles dealt with return-to-work evaluation or employee performance appraisals, which speed up the process and give more accuracy with certainty that decisions are not based on personal judgment but rather on actual data.

Because of the real-time feedback and analytics, AI embeds speed in business processes. In such a view, AI analyzes continuous streams of employee data and furnishes insight to the HR manager regarding how the workforce fares in particular roles and where they need further development or training. Because of such timely feedback, workers will perfect their skills, and it will equip managers to make the right decisions over promotions, training programs, or even role changes. It would consist of motivated and hardworking staff where success would be guaranteed with support to the employee's efforts.

Artificial Intelligence also provides services in the context of employee retention, one of the major question marks of many enterprises.

AI can analyze the pattern within the employees, participant surveys, or feedback that indicate which of them will most likely get out. This can also have some predictability in ensuring that the organization retains a strong, steadfast workforce once this information paves the way for HR teams to take whatever step is required in retaining their talent from leaving, either through career development or improving the workplace atmosphere, thus reducing some of the costs and headaches related to a high employee turnover rate.

While there is tremendous benefit from AI in human resources, several challenges exist that companies should take on to implement AI successfully. The main assurances that ought to be done: AI systems must be trained with non-biased data. That is, prejudicial biases existing in the data for which AI models have been trained—whether relating to gender or race—the AI too makes decisions based on those prejudices, and this may result indirectly in indirect results in areas such as recruitment and performance appraisals. That is, it requires a lot of smartness from companies in choosing and filtering the training data for AI; similarly, it must be ready to observe such systems over time and change whatever might be required.

The other challenge is the acceptance of AI among HR professionals and employees. Most of the HR teams are accustomed to taking decisions based on human judgment and are rather skeptical about depending on AI for decisions that are important. The training and complete understanding of how it works, and for what it can replace human knowledge, is where trust in AI tools comes in. For better adoption of AI in HR processes, there needs to be greater understanding by the HR professional of where AI plays a role in enhancing and not changing their jobs.

The background underlines that AI can be potentially transformative in human resources while its integration needs to be done with due care to ensure its use is ethical and effective. Bringing to light both the benefits and challenges in implementing AI in HR, this study is designed in such a way to yield insights that will help corporations leverage, improvise, and develop such technologies for an efficient and accurate work environment. As AI.

3.2 Research Overview

The findings of this research indicate how AI has transformed human resources to make more informed decisions on performance management, the hiring process, employee retention, and data processing. This paper, through a review of the available literature, tries to indicate how AI improves efficiency by reducing biases and eventually rendering real-time insight. To that end, it seeks to understand the benefits and pitfalls associated with the integration of AI in the process of HR, hence helping firms to competently employ AI for betterment in their respective HR strategies.

3.3 Research Questions

1. How does AI help enhance decision-making in performance management within HR?
2. How can AI help in making recruitment even more effective by cutting down on the time utilized in the process of screening resumes and choosing candidates?
3. How does AI help in employee turnover prediction to improve retention strategies?
4. How might AI reduce biases in human resources practices related to recruitment and performance assessment?
5. What does integrating AI into the decision-making process put upon an HR team in terms of challenges?

3.4 Purpose of the Study

The purpose of the research is to understand the vast ways AI will integrate into the field of human resource management to improve the potentiality of decision-making processes. It surveys the way AI will support HR in doing its main functions, performance management, hiring, and engaging employees. It reflects the benefit, challenge, and overall outcome of integrating AI into the HR process to improve the swiftness and effectiveness of decisions taken by the HR professionals.

3.5 Literature Review

No.	Factors	Author(s)	Findings
1	The implementation of AI in HR recruitment and selection	Hmoud, B., & Várallyai, L. (2019)	The automation of sourcing, screening, and assessing candidates have brought several advantages, such as - increased efficiency, reduced costs, and minimized biases. Chatbots' and AI-driven software's capability of real-time communication and analyzing verbal and non-verbal cues improve the candidate experience and facilitate objective evaluations. It predicts the further sophistication of AI systems, and the overall redefining of recruitment processes.
2	The role of AI in transforming recruitment	Upadhyay, A. K., & Khandelwal, K. (2018)	AI applications, chatbots, and industry reports to demonstrate that the use of AI boosts the time and accuracy of hiring decisions. The study also highlights AI's potential in reducing bias and promoting workplace diversity. It recommends the adoption of high-volume and high-touch strategies by recruitment firms. Finally, the author urges firms to ensure a user-friendly experience for both recruiters and candidates.

3	The shift in HR responsibilities brought by the integration of AI	Popo-Olaniyan, N. O., James, N. O. O., Udeh, N. C. A., Daraojimba, N. R. E., & Ogedengbe, N. D. E. (2022)	AI tools are capable of providing personalized feedback, analyzing trends and detecting skill gaps. The automation of these routine administrative tasks has enabled HR professionals to focus directly on strategic initiatives.
4		Okatta, N. C. G., Ajayi, N. F. A., & Olawale, N. O. (2024)	The successful usage of AI-powered predictive algorithms and scheduling softwares in companies like IBM, Unilever, Google, and McDonald's. The softwares, along with chatbots, have reformed HR functions. It indicates privacy concerns and the need for HR professionals to acquire new skills in order to fully and fairly utilize AI
5	The advantages and adversities of AI-driven HR practices and traditional methods	Chukwuka, E. J., & Dibie, K. E. (2024)	AI's impact on performance evaluation and overall HR practices is examined. The study marks talent acquisition, onboarding, total rewards, executive compensation, diversity, equity, and inclusion as the key areas of AI application in HR. It also raises ethical concerns regarding errors and bias in AI systems, and suggests that AI should complement human decision-making, rather than replacing it.
6	The challenges of implementing AI in HRM and probable solutions	Pandey, S., & Khaskel, P. (2019)	This exploratory research recognizes the benefits of AI, such as improved efficiency and data-driven decision-making, while simultaneously identifying challenges like algorithmic bias, data limitations, and ethical considerations. Video interviewing platforms and innovative AI resources, including Knockri, HireVue, and

			Humantic, are discussed as solutions to these challenges.
7	The potential benefits of AI adoption in HRM	Nawaz, N., Arunachalam, H., Pathi, B. K., & Gajenderan, V. (2024)	The accuracy, computing power and capacity of AI play a significant role in saving time and cost in HRM. On the contrary, automation and real-time feedbacks do not have a discernible impact on these outcomes.
8	AI-assisted HRM applications and their impact on employee experience and employee engagement	Malik, A., Budhwar, P., Mohan, H., & R, S. N. (2022)	The importance of strategically designing and utilizing AI-assisted HRM applications to enhance employee experience. By taking the digitalized HR ecosystem of BigTech Services as case studies, the author supports the idea that a well-structured AI-assisted HRM system increases productivity and brings about positive external experiences within the workplace. The AI-based applications employed in this context are Phygital, Team Insights, Interactive Intelligent People Advisor (IiPA), my Competency and Talent Bot, etc.
9	Employee analytics and performance optimization through AI and ML	Gulliford, F., & Dixon, A. P. (2019).	Analyzes the incorporation of AI and ML into the HR sector of Qlearsite. The company in context utilizes NLP and other data analysis techniques to make insightful decisions on absenteeism, employee retention, and overall workforce satisfaction.
10	The ethical dimensions of AI-driven HRM strategies	Rodgers, W., Murray, J. M., Stefanidis, A., Degbey, W. Y., & Tarba, S. Y. (2022)	The integration of AI has raised ethical, legal, and strategic concerns, particularly regarding biases that might be introduced during data generation. The author proposes a Throughput (TP) model with six algorithmic pathways to

			reduce biases and promote ethical decision-making in AI-driven HRM.
11	Opportunities and risks of AI in recruitment and selection.	Ore, O., & Sposato, M. (2022)	AI helps recruiters by handling routine tasks like sorting applications, which saves time and allows recruiters to focus on strategy. AI can also reduce bias, but there is a risk of it repeating human biases already present in the data. AI makes hiring more efficient, some recruiters worry about job losses, though they believe human judgment will always be needed.
12	Recruitment through artificial intelligence	Geetha, R., & Bhanu, S. R. D. (2018).	AI helps companies hire the right people faster by sorting resumes, matching skills, and improving decision-making. AI makes recruitment more efficient, reduces costs, and saves time, but some recruiters worry it might replace human jobs. The best results come from combining AI with human judgment to make recruitment smarter and more effective.

Much attention is focused on how AI can be incorporated into decision-making processes within human resources, seeing as the reality dictates that any business has to become operationally efficient in a continuously shifting business environment just to survive. This review thus seeks to summarize research into impacts, benefits, and challenges of integrating AI into human resources decision-making processes.

HR tasks including hiring, performance management, and employee retention have been changed by AI's capacity to evaluate huge quantities of data and provide insights (Jain et al.,

2022). Data from a variety of sources, like as recruiting data, engagement surveys, and employee performance measures, may be processed by AI systems to find trends and forecast outcomes. Predictive analytics would help the HR teams to improve applicant-screening procedures, assess skill gaps, and perform turnover-rate calculations while making required improvements; Chawla & Dhawan, 2021. HR professionals get much-needed information in such a data-driven approach that would help them to make quicker and better decisions. Thomas et al., 2023.

Some of the major advantages of integrating AI into HR decision-making include speed and quality decision-making. By utilizing machine learning algorithms to evaluate resumes and connect applicants with job opportunities, artificial intelligence (AI) may expedite the hiring process and save time and effort on preliminary screenings (Smith & Chen, 2021). AI-based solutions can provide real-time feedback, which is very helpful for performance monitoring. This enables HR managers to quickly address employee problems or adjust training programs (Zhao et al., 2023). AI also aids in minimizing biases and mistakes in order to provide a more objective study of HR data. This feature particularly promotes fair and equal decision-making. (Del Campo et al., 2021).

The study observes that AI is capable of disrupting some traditional HR decisions through objectivity, efficiency, and the presentation of information in real time. This points to a theoretical balance where AI complements human decision-making in HR management.

3.6 Theoretical Framework AI Integration in HR

This framework is designed to explore the impact of AI on HR functions based on five core hypotheses. It outlines key components, relationships, and expected outcomes to create a structured approach for AI integration in HR processes. The framework is developed with a special emphasis on efficiency, productivity, fairness, and strategic decision-making.

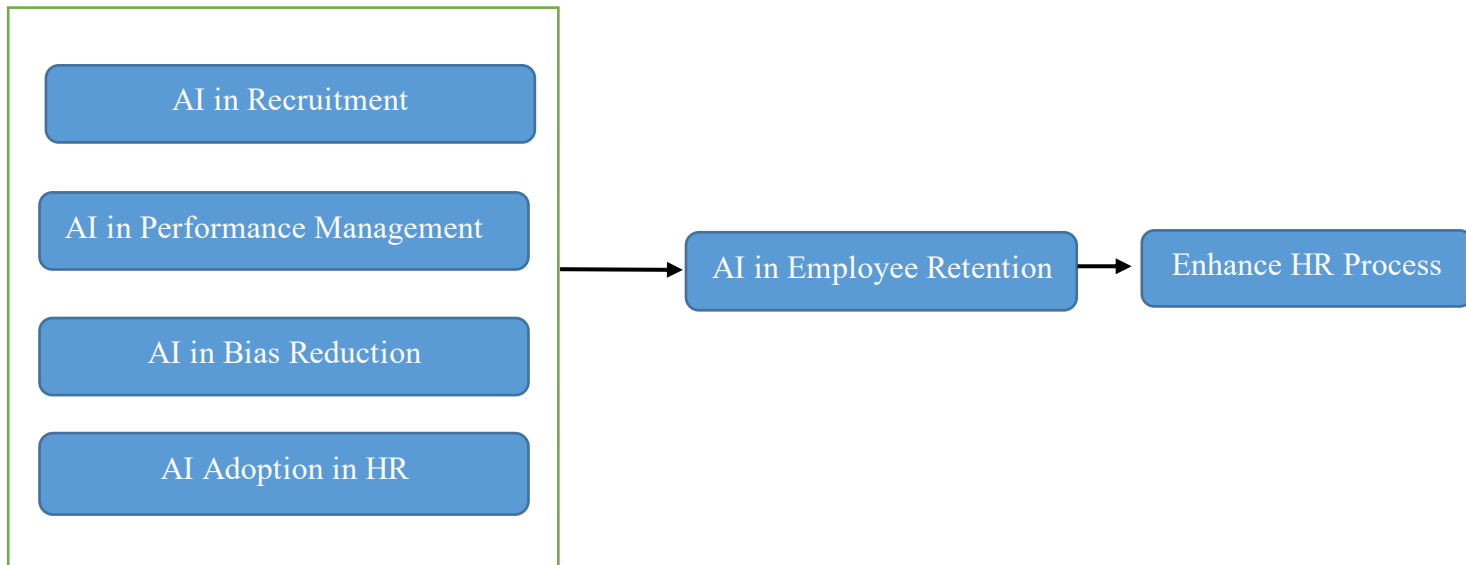


Figure 4 Theoretical Framework

3.7 Hypotheses Development

H1: AI-driven recruitment positively impacts the efficiency of employee retention.

Connection between AI-driven recruitment and efficiency of the employee retention

With AI, companies can automate tasks like checking resumes and hire people faster. AI also helps in shortlisting candidates and scheduling interviews. Compared to traditional methods, machine learning can much quickly review a large number of applications and accurately match them with job requirements. This enhances the hiring process, reduces the workload for HR teams, and allows them to focus on important decisions instead of repetitive tasks.

H2: AI-powered performance management improves employee retention.

Relationship between AI based management vs employee retention.

AI tools can provide real-time feedback, as well as create personalized development plans and generate predictive data analysis. These systems do so by examining work habits, task completion rates, and employee engagement. By identifying strengths and weaknesses, AI helps workers improve through customized coaching, goal tracking, and ongoing performance reviews. Companies can utilize these capabilities to accurately track and improve employee performances.

H3: AI-driven employee retention strategies help reduce turnover.

Relationship between AI based retention and less turnover

AI can be used to analyze job satisfaction surveys, performance trends, and workplace emotions. The found data, in turn, can predict which employees might leave a company. This allows HR teams to take action before employees decide to quit. AI also assists in designing and customizing career growth plans, special incentives, and engagement programs. By keeping employees happy and motivated, these tools reduce the employee turnover rate.

H4: AI reduces bias in hiring and helps employee retention.

Connection between AI based hiring and employee retention.

AI-based hiring and employee evaluations rely on objective data instead of subjective opinions. The process is much fairer, and unlike traditional hiring process, free of unconscious biases. AI-powered tools focus on skills, experience, and performance. The data-driven assessments are standardized and impartial; these promote a diverse and inclusive workplace.

H5: HR professionals' acceptance of AI encourages AI adoption in employee retention.

Connection between HR and AI adoption

The potential of AI in the field of HR can only be utilized if HR professionals trust and accept it. When they are certain of AI's usefulness and accuracy, they are more likely to integrate it in decision-making. Several factors influence their willingness to adopt AI, e.g. the ease of use, reliability, and impact on work efficiency. Higher acceptance of AI leads to better implementation of AI tools. This, in turn, makes HR processes more data-driven and productive.

Chapter 4 Methodology

4.1 Research Type

The study followed a quantitative research method, and utilized a survey questionnaire to gather data and analyze outcomes. I collected feedback from a diverse group of employees at Venturas Ltd., as well as other HR professionals. I distributed a mix of open-ended and closed-ended questions, and thus, ensured a comprehensive survey. This approach allowed for clear and detailed responses. It incorporated opinions and insights from managers, executives, and employees at different HR positions who could adequately understand the survey. The questionnaire was designed to align with research variables related to my chosen subject.

4.2 Population, Sample, and Unit of Analysis

Employees from different levels within the company comprise the target audience of this study. This includes executives, junior executives, managers, and senior officials. They work in diverse departments, including but not limited to Human Resources (HR), Administration, Compliance, and Accounts. Their relevant knowledge and experience can provide useful insights for the study, and that is why they were chosen. Feedbacks from individuals working in varying roles and departments ensures a well-rounded perspective on the topic.

4.3 Research Instrument

The research questionnaire is divided into multiple sections. Each focus on specific aspects of the study.

- I. Part I gathers basic demographic details of the respondents, such as their age, gender, role in HR, and years of professional experience. The data is aimed at understanding the background of the participants and inferring their responses effectively.
- II. Part II presents three questions related to the use of AI in recruitment. These questions explore the use of AI in hiring processes, its effectiveness, and its influence on decision-making.
- III. Part III consists of two questions about AI in performance management. This section examines how AI is utilized to record, evaluate, and improve employee performance within the organization.
- IV. Part IV focuses on AI in employee retention. The two questions assess how AI can identify employee needs, predict turnover, and enhance retention strategies.
- V. Part V contains two questions addressing AI's role in reducing bias. It explores whether AI can minimize human bias in HR decisions and ensure objective evaluations.
- VI. Part VI delves into AI adoption in HR. The three questions look at how HR professionals perceive AI. The challenges of implementing it, and the overall willingness to integrate AI-driven solutions into HR functions are also sought.

Through the structure of the questionnaire, the study attempts at gathering clear and organized data on AI's impact in different areas of HRM.

4.4 Data Collection Procedures

An online survey was created and shared with people who work in HR or have knowledge about AI's use in HR. The survey was shared through email and social media to reach the maximum number of people possible. A total of 104 people completed the survey.

Before starting, participants were given a basic idea about the survey. They were assured that their answers would be kept private. Taking part in the survey was completely voluntary; each participant's consent was also taken. The survey included questions about how AI is used in different HR functions - hiring, managing performance, reducing bias, and keeping employees in the company. It was open for a few weeks to give people enough time to respond.

4.5 Data Preparation

Before analyzing, the data found in the survey was carefully checked and cleaned. First, it was reviewed for any missing answers. All the questions were required in the online survey form. Hence, there were no missing values in the final dataset.

Next, the data was checked for any errors, such as out-of-range values or incorrect entries. All the responses were within the expected range and format; no major errors were found. Then, the data was organized and coded to prepare it for statistical analysis. This step added to the accuracy and reliability of the results.

4.6 Data Analysis

Several statistical methods and tools were used to analyze the collected data. SPSS version 21 (Statistical Package for the Social Sciences) was used for entering the data, performing descriptive and reliability tests, and checking the research hypotheses.

4.7 Demographic Analysis

Demographic analysis describes the basic characteristics of the participants - age, gender, education level, job position and such. According to Babbie (2020), demographic data plays a

major role in understanding the background of respondents. It ensures that the sample is indeed an accurate representation of the larger population. It also allows the researcher to identify patterns or differences between groups that may influence the results.

4.8 Correlation Analysis

Correlation analysis measures the strength of the relationship between two variables. As described by Field (2018), this technique uses a statistical value, usually between -1 and +1. It shows both the direction and the strength of a relationship. A positive value refers that both variables move in the same direction. On the contrary, a negative value means they move in opposite directions. Pearson's correlation is used for continuous data, and Spearman's correlation is used for ranked or ordinal data.

4.9 Regression Analysis

The effect of one or more independent variables on a dependent variable is measured through regression analysis. As described by Hair et al. (2019), this method is useful for pointing out the most impactful variables and for predicting outcomes. Simple regression looks at the effect of one variable, and multiple regression simultaneously examines several variables. This provides a coherent and more detailed understanding of the relationships in the data.

4.10 Summary

In summary, this chapter discussed the design of the study, the data collection method, and the statistical tools employed to analyze it. The use of demographic, correlation, and regression analyses enabled the thorough understanding of the relationships among variables, as well as the drawing of meaningful conclusions from the data.

Chapter 5 Findings and Analysis

5.1 Introduction

This section presents the research findings and discusses the proposed hypotheses. The analysis begins with descriptive statistics. It summarizes the key variables used in the study and provides an overview of the respondents' demographic information.

Harman's single-factor test was used to check for common method bias. After that, SPSS software was used to examine the reliability and validity of the data, as well as to test the research hypotheses through both the measurement model and the structural model. Finally, the study also looked at the predictive relevance of the model and reported the results.

5.2 Demographic Analysis:

The below Table clarifies total responses of the respondents in the current research. Target respondents of this study were the full-time employees of Venturas Ltd. and also different level of corporate person from other company in Bangladesh.

Demographic Data	Frequency (N=104)	Percentage
Age:		
Below 25	11	10.6%
25-35	81	77.9%
36-45	11	10.6%
Above 45	0	0%
Gender:		
Male	72	69.2%
Female	32	30.8%
Job Function:		
Human Resources	44	42.3%
IT/Technology	8	7.7%
Customer Service	6	5.8%
Management	16	15.4%
Others	26	28.8%
Professional Experience:		
<2 years		
2-5 years	50	48.1%

6-10 years	26	25%
>10 years	28	26.9%
Industry:		
Healthcare	3	2.9%
Information Technology	69	66.3%
Education	8	7.7%
Finance	2	1.9%
Manufacturing	6	5.8%
Others	12	15.4%

Age Distribution: Most of the people in this group (about 78%) are between 25 and 35 years old. A smaller number of people are younger than 25 (about 11%) or between 36 and 45 (also about 11%). There are no people in this group who are older than 45.

Gender Distribution: The gender distribution reveals a higher representation of males (69.2%) compared to females (30.8%), suggesting a gender imbalance within the surveyed group.

Occupational Distribution: The largest occupational group is Human Resources, comprising 42.3% of the respondents. Other occupations include IT/Technology (7.7%), Customer Service (5.8%), and Management (15.4%). A significant portion of respondents (28.8%) are classified under "Others," indicating a variety of occupations outside the specified categories.

Work Experience Distribution: In terms of work experience, the largest group (48.1%) has been working for 2 to 5 years. Approximately 25% have 6 to 10 years of experience, and 26.9% have more than 10 years. A small fraction (1.9%) has less than 2 years of work experience. This suggests that the majority of respondents have some professional experience, with a notable portion having substantial experience.

Industry Distribution: The Information Technology sector is the most represented industry, with 66.3% of respondents working in this field. Other industries include Education (7.7%), Manufacturing (5.8%), Healthcare (2.9%), and Finance (1.9%). A segment of respondents

(15.4%) work in other, unspecified industries. This highlights a strong concentration of respondents within the IT sector.

5.3 Descriptive Statistics

Category	N	Minimum	Maximum	Mean	Standard Deviation
AI In Recruitment	104	1.80	5.00	3.596	0.751
AI in Performance Management	104	1.00	5.00	3.429	0.801
AI in Employee Retention	104	1.80	5.00	3.415	0.712
AI in Bias Reduction	104	1.00	5.00	3.563	0.737
AI Adoption in HR	104	1.40	5.00	3.142	0.766

The table shows the average responses and spread of answers from 104 participants about the use of AI in different areas of Human Resources (HR). Among all categories, AI in Recruitment had the highest average score (mean = 3.596), followed closely by AI in Bias Reduction (mean = 3.563), which means people think AI is most helpful in these two areas. AI in Performance Management and Employee Retention had similar average scores (3.429 and 3.415), showing a moderate view of AI's role there. AI Adoption in HR had the lowest average (3.142), suggesting that while people see the value of AI in specific HR tasks, they may feel that overall adoption is still developing.

5.4 Reliability Statistics

<i>Frequentist Scale Reliability Statistics</i>				
			95% CI	
Coefficient	Estimate	Std. Error	Lower	Upper
Coefficient α	0.835	0.026	0.785	0.886

The reliability statistics table shows how consistent the questions in the survey were. The reliability score, called Coefficient Alpha (α), is 0.835, which means the questions are very reliable and the answers are consistent. A score above 0.7 is usually considered good, so 0.835 shows strong reliability. The standard error is 0.026, which is low, meaning the estimate is stable. The confidence interval ranges from 0.785 to 0.886, which means we can be 95% sure that the true reliability falls within this range. Overall, the survey is considered trustworthy.

<i>Frequentist Individual Item Reliability Statistics</i>			
	Coefficient α (if item dropped)		
Item	Estimate	Lower 95% CI	Upper 95% CI
AI In Recruitment	0.836	0.769	0.903
Enhance HR Process	0.814	0.733	0.895
AI in Bias Reduction	0.787	0.707	0.867
AI in Employee Retention	0.790	0.718	0.862
AI in Performance Management	0.782	0.708	0.856

The table shows how reliable each item in the survey is by checking what would happen if that item were removed. The values represent the reliability score (called Coefficient Alpha) if a specific question was taken out. The overall reliability would be highest (0.836) if the "AI In Recruitment" item was dropped, meaning this question is slightly different from the others. The lowest score (0.782) appears if "AI in Performance Management" is removed, meaning this item fits well with the others. All scores are above 0.78, which means every item is contributing well to the survey's consistency, and none of the items need to be removed.

5.5 Output of Correlations Analysis

Variable		AI In Recruitment	AI in Performance Management	AI in Employee Retention	AI in Bias Reduction	AI Adoption in HR
AI In Recruitment	Pearson's Value	—	0.587	0.509	0.519	0.289
	P Value	—	<.001	<.001	<.001	<.001
AI in Performance Management	Pearson's Value	0.587	—	0.573	0.591	0.448
	P Value	<.001	—	<.001	<.001	<.001
AI in Employee Retention	Pearson's Value	0.509	0.573	—	0.582	0.482
	P Value	<.001	<.001	—	<.001	<.001
AI in Bias Reduction	Pearson's Value	0.519	0.591	0.582	—	0.472
	P Value	<.001	<.001	<.001	—	<.001
AI Adoption in HR	Pearson's Value	0.289	0.448	0.482	0.472	—
	P Value	<.001	<.001	<.001	<.001	—

The correlation analysis shows that all the variables related to AI use in HR are significantly connected to each other. AI in recruitment has a moderate positive relationship with AI in performance management ($r = 0.587$), employee retention ($r = 0.509$), and bias reduction ($r = 0.519$), and a weak positive relationship with overall AI adoption in HR ($r = 0.289$). AI in performance management shows strong relationships with bias reduction ($r = 0.591$), employee retention ($r = 0.573$), and AI adoption in HR ($r = 0.448$). Similarly, AI in employee retention is strongly linked to bias reduction ($r = 0.582$) and moderately to AI adoption in HR ($r = 0.482$). Lastly, AI in bias reduction also has a moderate positive connection with AI adoption in HR (r

= 0.472). All these relationships are statistically significant, with p-values less than 0.001. This means that as the use of AI increases in one area of HR, it is likely to increase in others too.

5.6 Findings of Regression Analysis

<i>Model Summary - AI in Employee Retention</i>				
Model	R	R ²	Adjusted R ²	RMSE
M ₁	0.686	0.470	0.449	0.529
<i>Note.</i> M ₁ includes AI in Recruitment, AI in Performance Management, AI in Bias Reduction, AI Adoption in HR				

Coefficients						
Model		Unstandardized	Standard Error	Standardized	t	p
M ₁	(Intercept)	1.764	0.314		5.625	< .001
	AI in Employee Retention	0.536	0.090	0.509	5.965	< .001

<i>Coefficients</i>						
Model		Unstandardized	Standard Error	Standardized	t	p
M ₁	(Intercept)	0.617	0.309		1.997	0.049
	AI in Recruitment	0.177	0.089	0.187	1.993	0.049
	AI in Performance Management	0.192	0.091	0.216	2.120	0.037
	AI in Bias Reduction	0.250	0.095	0.259	2.633	0.010
	AI Adoption in HR	0.194	0.079	0.209	2.445	0.016

The regression analysis shows that AI in recruitment, performance management, bias reduction, and overall HR adoption together have a strong positive impact on employee retention, with a correlation value (R) of 0.686. The R² value is 0.470, meaning that about 47% of the changes in employee retention can be explained by these AI-related factors. The adjusted R² is 0.449, which also supports the model's strength. The Root Mean Square Error (RMSE) is 0.529, indicating a moderate level of prediction error. Looking at the coefficients, AI in employee retention has a significant positive effect ($\beta = 0.509$, $p < .001$), which means it plays an important role in predicting how well employees stay with an organization. Overall, the results suggest that the more AI is used in HR processes, the better organizations may be at retaining employees.

5.7 Result of the Hypothesis Analysis

Sl. No.	Hypotheses	Beta	Std. Error	t-value	P-Value	Decisions
1	AR>AER	0.177	0.089	1.193	0.049	Supported
2	APM>AER	0.192	0.091	2.120	0.037	Supported
3	ABR>AER	0.250	0.095	2.633	0.010	Supported
4	AAH>AER	0.194	0.079	2.445	0.016	Supported

The hypothesis analysis shows that all four proposed hypotheses are supported. The results suggest that AI in Recruitment (AR), AI in Performance Management (APM), AI in Bias Reduction (ABR), and AI Adoption in HR (AAH) each have a positive effect on AI in Employee Retention (AER). Among them, AI in Bias Reduction has the strongest influence ($\beta = 0.250$, $p = 0.010$), followed by AI Adoption in HR ($\beta = 0.194$, $p = 0.016$), AI in Performance Management ($\beta = 0.192$, $p = 0.037$), and AI in Recruitment ($\beta = 0.177$, $p = 0.049$). Since all p-values are below 0.05, these relationships are statistically significant, meaning that the use of AI in these areas helps to improve employee retention in organizations. So, all four predictors significantly contribute to AI in Employee Retention.

Chapter 6 Discussion

6.1 Introduction

This chapter discusses the key findings of the study about the use of Artificial Intelligence (AI) in Human Resources (HR) and its effect on employee retention. It explains what the results mean, how they connect to existing theories, and what they suggest for real-world HR practices. The chapter also looks at the study's limitations and suggests directions for future research.

6.2 Recapitulation

The study found that AI is seen as most helpful in recruitment and reducing bias, followed by performance management and employee retention. The overall use of AI in HR is still developing. The survey results were reliable and consistent. All the variables—AI in

recruitment, performance management, bias reduction, and general AI adoption—were positively related to employee retention. The regression and hypothesis analyses confirmed that all proposed relationships were significant, with AI in bias reduction having the strongest effect on employee retention.

6.3 Discussion on the insignificant hypotheses

In this study, all hypotheses were found to be statistically significant, which means each AI factor had a meaningful impact on employee retention. Therefore, there are no insignificant hypotheses to discuss. This shows that each area where AI is applied in HR contributes positively to keeping employees in an organization.

6.4 Theoretical implications

The results support the idea that technology, especially AI, can enhance HR functions and improve employee outcomes. This adds to the existing research that suggests AI not only automates tasks but also helps in making better decisions in areas like recruitment and bias reduction. The strong relationships among the variables also support theories that highlight the interconnectedness of HR practices and their combined influence on employee retention.

6.5 Practical implications

The results support the idea that technology, especially AI, can enhance HR functions and improve employee outcomes. This adds to the existing research that suggests AI not only automates tasks but also helps in making better decisions in areas like recruitment and bias reduction. The strong relationships among the variables also support theories that highlight the interconnectedness of HR practices and their combined influence on employee retention.

6.5 Limitations and Future Research Direction

Although the findings are useful, the study has a few limitations. The data came from a single survey with 104 participants, which may not represent all types of organizations. Also, the study looked at general perceptions rather than actual AI implementation. Future research should involve more diverse samples and explore how AI use directly affects employee behavior over time. Case studies or interviews could also provide deeper insights.

6.5 Conclusion

This study explored how Artificial Intelligence (AI) is perceived and applied in various Human Resource (HR) functions and how these applications relate to employee retention. The findings reveal that participants believe AI is most useful in recruitment and bias reduction, followed by performance management and employee retention, with overall AI adoption in HR still seen as emerging. Despite this, all AI-related areas showed positive correlations with each other and with employee retention, indicating that as AI usage grows in one part of HR, it tends to grow in others as well. Importantly, the regression analysis confirmed that AI in recruitment, performance management, bias reduction, and general HR adoption significantly influence employee retention, explaining nearly half of the changes in retention levels. The strongest impact was observed from AI in bias reduction, highlighting the potential of AI to foster fairness and inclusivity in the workplace—two key factors in keeping employees satisfied and committed. The reliability of the survey was high, ensuring that the findings are dependable and valid. These results contribute to both academic understanding and practical decision-making. They provide strong evidence that AI can enhance HR practices and support better workforce stability. Organizations aiming to improve employee retention should look seriously at integrating AI tools not only in hiring but also in managing performance, reducing bias, and improving overall HR efficiency. As the adoption of AI in HR continues to evolve, this study offers a timely and meaningful insight into how technology can shape the future of employee

experience and organizational success. In conclusion, the study underscores the value of AI as a strategic asset in HR, capable of supporting smarter, fairer, and more effective human resource practices. While the journey of AI integration is still ongoing, its positive impact on employee retention is clear, making it a promising direction for future research and implementation.

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Appendix A.

Questionnaire

Section 1: Demographic Information

1. What is your age?
 - ☐ Below 25
 - ☐ 25-35
 - ☐ 36-45
 - ☐ Above 45
2. What is your gender?
 - ☐ Male
 - ☐ Female
 - ☐ Other
3. What is your current job function?
 - ☐ Human Resources
 - ☐ Finance/Accounting
 - ☐ Operations/Logistics
 - ☐ Sales
 - ☐ IT/Technology
 - ☐ Customer Service
 - ☐ Management
 - ☐ Other
4. How many years of professional experience do you have?
 - ☐ <2 years
 - ☐ 2-5 years
 - ☐ 6-10 years
 - ☐ 10 years
5. What industry does your organization operate in?
 - ☐ Healthcare
 - ☐ Information Technology
 - ☐ Education
 - ☐ Finance
 - ☐ Manufacturing
 - ☐ Other (please specify)

Section 2: AI in Recruitment

6. AI has improved the efficiency of recruitment
 - ☐ 1 (Strongly Disagree)
 - ☐ 2
 - ☐ 3

- ☐ 4
 - ☐ 5 (Strongly Agree)
- 7. AI has reduced the time taken to screen resumes?
 - ☐ 1 (Strongly Disagree)
 - ☐ 2
 - ☐ 3
 - ☐ 4
 - ☐ 5 (Strongly Agree)
- 8. AI helps in selecting better-qualified candidates?
 - ☐ 1 (Strongly Disagree)
 - ☐ 2
 - ☐ 3
 - ☐ 4
 - ☐ 5 (Strongly Agree)
- 9. Does AI help in reducing recruitment costs?
 - ☐ 1 (Strongly Disagree)
 - ☐ 2
 - ☐ 3
 - ☐ 4
 - ☐ 5 (Strongly Agree)
- 10. AI has improved the candidate experience during recruitment.
 - ☐ 1 (Strongly Disagree)
 - ☐ 2
 - ☐ 3
 - ☐ 4
 - ☐ 5 (Strongly Agree)

Section 3: AI in Performance Management

- 11. Does AI-driven performance tracking enhance productivity?
 - ☐ 1 (Strongly Disagree)
 - ☐ 2
 - ☐ 3
 - ☐ 4
 - ☐ 5 (Strongly Agree)
- 12. AI tools have provided better real-time feedback for employees.
 - ☐ 1 (Strongly Disagree)
 - ☐ 2
 - ☐ 3
 - ☐ 4
 - ☐ 5 (Strongly Agree)
- 13. AI enables better identification of high-performing employees.
 - ☐ 1 (Strongly Disagree)

- ☐ 2
- ☐ 3
- ☐ 4
- ☐ 5 (Strongly Agree)

14. AI is used to set performance benchmarks.

- ☐ 1 (Strongly Disagree)
- ☐ 2
- ☐ 3
- ☐ 4
- ☐ 5 (Strongly Agree)

15. AI supports better goal alignment across teams.

- ☐ 1 (Strongly Disagree)
- ☐ 2
- ☐ 3
- ☐ 4
- ☐ 5 (Strongly Agree)

Section 4: AI in Employee Retention

16. AI-assisted predictive analytics helped identify employees at risk of leaving?

- ☐ 1 (Strongly Disagree)
- ☐ 2
- ☐ 3
- ☐ 4
- ☐ 5 (Strongly Agree)

17. Do you believe AI-driven employee engagement programs improve retention?

- ☐ 1 (Strongly Disagree)
- ☐ 2
- ☐ 3
- ☐ 4
- ☐ 5 (Strongly Agree)

18. AI helps in identifying reasons behind employee turnover.

- ☐ 1 (Strongly Disagree)
- ☐ 2
- ☐ 3
- ☐ 4
- ☐ 5 (Strongly Agree)

19. AI tools can be used for conducting exit analysis.

- ☐ 1 (Strongly Disagree)
- ☐ 2
- ☐ 3
- ☐ 4
- ☐ 5 (Strongly Agree)

20. AI helps in designing personalized retention strategies.
- ☐ 1 (Strongly Disagree)
 - ☐ 2
 - ☐ 3
 - ☐ 4
 - ☐ 5 (Strongly Agree)

Section 5: AI in Bias Reduction

21. Do you believe AI has reduced biases in recruitment decisions?
- ☐ 1 (Strongly Disagree)
 - ☐ 2
 - ☐ 3
 - ☐ 4
 - ☐ 5 (Strongly Agree)
22. Have AI-driven performance appraisals improved fairness in assessments?
- ☐ 1 (Strongly Disagree)
 - ☐ 2
 - ☐ 3
 - ☐ 4
 - ☐ 5 (Strongly Agree)
23. AI is used to monitor diversity metrics.
- ☐ 1 (Strongly Disagree)
 - ☐ 2
 - ☐ 3
 - ☐ 4
 - ☐ 5 (Strongly Agree)
24. AI has reduced subjectivity in promotion decisions.
- ☐ 1 (Strongly Disagree)
 - ☐ 2
 - ☐ 3
 - ☐ 4
 - ☐ 5 (Strongly Agree)
25. AI makes unbiased HR recommendations.
- ☐ 1 (Strongly Disagree)
 - ☐ 2
 - ☐ 3
 - ☐ 4
 - ☐ 5 (Strongly Agree)

Section 6: AI Adoption in HR

26. I am comfortable using AI for HR decisions.
- ☐ 1 (Strongly Disagree)
 - ☐ 2
 - ☐ 3

- ☐ 4
 - ☐ 5 (Strongly Agree)
- 27. Do you believe AI will replace human decision-making in HR?
 - ☐ 1 (Strongly Disagree)
 - ☐ 2
 - ☐ 3
 - ☐ 4
 - ☐ 5 (Strongly Agree)
- 28. Do you agree AI training in HR enhance efficiency and decision-making in the future?
 - ☐ 1 (Strongly Disagree)
 - ☐ 2
 - ☐ 3
 - ☐ 4
 - ☐ 5 (Strongly Agree)
- 29. Organizations are investing in AI tools for HR.
 - ☐ 1 (Strongly Disagree)
 - ☐ 2
 - ☐ 3
 - ☐ 4
 - ☐ 5 (Strongly Agree)
- 30. There is access to AI support resources within the company.
 - ☐ 1 (Strongly Disagree)
 - ☐ 2
 - ☐ 3
 - ☐ 4
 - ☐ 5 (Strongly Agree)

Google Form Link: <https://forms.gle/QEKiNYtp1iTstA8X6>