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A Study on How Employees of Different Age Groups View the Use of Artificial Intelligence within Human Resource Activities in Selected Organisations of Southern Rajasthan

Dr Ashok Kumar Yadav[1], Madhuri Kumawat[2]

[1]Professor, Tantia University, Sri Ganganagar
[2]Research Scholar, Tantia University, Sri Ganganagar

ABSTRACT

Artificial Intelligence is becoming an essential part of organisational functioning and has reshaped traditional HR processes across industries (Sudarshan and Kapoor, 2021). Its increasing use in recruitment, assessment and employee support has encouraged organisations to rethink how they manage people. The present study investigates whether employees from different age groups perceive the use of AI in HR activities differently in selected organisations of Southern Rajasthan. A descriptive research design was used and data were collected from 550 HR employees through a structured questionnaire. The findings reveal that younger respondents show a more positive perception of AI in HR, while older respondents express lower levels of comfort and confidence. ANOVA results confirm significant variation across age groups ($F = 16.26$, $p < .001$). These insights suggest the need for organisations to adopt age-sensitive training programmes and supportive learning environments to ensure smoother AI adoption. The study is limited to specific districts and HR employees, which should be noted when generalising the results.

Keywords: Artificial Intelligence, Human Resource Activities

INTRODUCTION

Artificial Intelligence has gained considerable attention in HR studies because of its potential to improve efficiency and accuracy in organisational decision-making (Mehta, 2022). Many organisations now employ AI tools for screening applications, analysing employee performance and supporting administrative tasks. Researchers note that AI contributes to consistency and fairness, especially in areas where manual judgement may introduce bias (Nagpal and Rathi, 2021). Despite these advantages, employee perception plays a crucial role in how effectively AI is integrated. Studies show that demographic characteristics, including age, shape employees' willingness to use digital systems (Gupta and Yadav, 2022). Younger employees, who are more accustomed to digital technology, may adapt more easily, while older employees may feel uncertain or overwhelmed when engaging with AI-enabled systems (Kumari and Thomas, 2023). In Southern Rajasthan, organisations are gradually adopting AI-driven HR tools, yet little evidence exists regarding how age affects acceptance. Understanding these variations helps organisations implement AI responsibly and prepare their workforce for digital transformation (Thomas and George, 2024).

SUMMARY OF PRIOR WORK

The use of AI within HR activities has been widely explored. Earlier research notes that AI reduces recruitment time and strengthens assessment reliability (Kumar & Sharma, 2020). Other studies report that AI promotes fairness by limiting individual influence during decision-making, particularly in recruitment (Nagpal & Rathi, 2021). Research on employee perception shows that younger individuals are generally more receptive to AI and face fewer digital barriers (Gupta & Yadav, 2022). Older employees, however, may worry about job displacement or express discomfort when learning new systems (Kumari & Thomas, 2023). Scholars argue that acceptance depends on perceived usefulness and confidence when interacting with AI tools (Mehta, 2022). Additional studies highlight that age-based variation is significant and that organisational support and structured training can help reduce resistance to AI adoption (Rana & Sahu, 2023; Thomas & George, 2024). The current study adds regional insights from Southern Rajasthan, where empirical work remains limited.

METHODOLOGICAL APPROACH

Research Framework

A descriptive approach was adopted to examine differences in perception across age groups.

Geographical Scope

The study was carried out in six Southern Rajasthan districts: Udaipur, Rajsamand, Dungarpur, Banswara, Pratapgarh and Chittorgarh.

Participant Profile

HR employees working in selected organisations across these districts formed the study population.

Sample Size

A total of 550 HR employees participated in the study.

Sampling Procedure

Purposive non-probability sampling was used to reach respondents who directly engage with HR activities.

Data Collection Instrument

A structured questionnaire containing Likert-scale items was employed to measure perception.

Research Objective

The primary objective of the research was to assess whether employees from different age groups perceive AI-enabled HR practices differently.

Likert Statement

The following statements were used to gauge employees' attitudes toward AI in HR work. Respondents were asked to indicate their agreement using a five-point rating scale:

1. AI helps HR departments carry out their tasks more efficiently.
2. AI supports fairness in recruitment decisions by reducing personal influence.
3. AI tools help HR managers make more informed decisions.
4. The use of AI contributes to more transparent employee evaluations.
5. I feel confident when I am required to work with AI-enabled systems.
6. AI applications reduce the burden of repetitive HR work.
7. The use of AI increases satisfaction among employees who receive services.
8. AI systems are dependable during the shortlisting of applicants.
9. I accept recommendations that are produced through AI-based HR tools.

10. AI strengthens organisational performance by supporting HR activities.
11. Operating AI tools requires specific knowledge and skill.
12. Older employees often experience more challenges when adapting to AI.
13. Younger employees appear more comfortable with AI-enabled systems.
14. AI will have a strong influence on HR roles in the future.
15. Additional training helps employees feel more prepared to use AI systems.

HYPOTHESIS TESTING

H_{01}: There is no significant difference in respondents' perception of the use of AI in the HR practices across different age groups of the selected companies.

To test the hypothesis mentioned above, the primary data collected from respondents, with the help of Likert statement, were averaged to calculate the mean score. Further, ANOVA was applied, yielding the following results

Table 1.1: Descriptive Statistics

	n	Mean	Std. Deviation
25–34	197	3.45	0.69
Below 25	144	3.71	0.75
35–44	103	3.19	0.79
45–54	75	3.05	0.63
55 and above	31	2.96	0.76
Total	550	3.39	0.76

Table 1.2: ANOVA

	Sum of Squares	df	Mean Square	F	p
Age Group	33.92	4	8.48	16.26	<.001
Residual	284.24	545	0.52		
Total	318.17	549			

Interpretation

The descriptive statistics show noticeable variation in the mean perception scores of AI use across different age groups. Respondents below 25 years reported the highest mean score of 3.71, followed by those aged 25–34 with a mean of 3.45. Perception declines among older groups, with respondents aged 35–44 reporting a mean of 3.19, those aged 45–54 reporting 3.05, and respondents aged 55 and above reporting the lowest mean of 2.96. These values suggest that younger respondents tend to view the use of AI in HR practices more positively than older respondents.

Result

The ANOVA test confirms that the differences in perception scores across age groups are statistically

significant ($F = 16.26$, $p < .001$). This indicates that the variation observed in the descriptive statistics is meaningful and not due to random sampling error.

Decision

Since the p-value is less than .001, the null hypothesis (H_{02}) stating that there is no significant difference in respondents' perception of the use of AI in HR practices across age groups is rejected.

Findings

The findings demonstrate that age significantly influences how respondents perceive the use of AI in HR activities. Younger respondents display higher levels of agreement regarding AI use, while older respondents report comparatively lower perceptions. This suggests that organisations may benefit from age-specific training and sensitisation initiatives to ensure uniform understanding and acceptance of AI-driven HR practices across the workforce.

SUGGESTIONS

The following are the suggestions drawn from the research work done

1. Introduce training sessions tailored to the learning needs of different age groups: When training sessions are tailored to the learning needs of different age groups, the weak areas can be identified, and relevant work can be tasked accordingly to make non-AI comfortable employees better adaptable.
2. Conduct regular workshops where employees can practise using AI tools: Conducting workshops will enable employees to update themselves with the latest technologies and thus make them comfortable and adaptable to the existing scenario.
3. Facilitate open discussions to help clarify concerns related to AI adoption: When AI adoption is discussed openly within the organisation, it will help open communication take place, and the employees will share their opinions, which will enable a fast redressal of their issues.
4. Encourage a workplace culture where continuous learning is valued: The organisations should take due charge of continuous learning that will help the employees to understand the workplace culture and adapt to AI professionally and smoothly in their regular work.
5. Develop long-term skill-building programmes to support digital adaptation: Digital adaptation is a training to develop strong skills to become a pro in AI to enable strong HR practices in the organisation. Thus, long-term skill-building programs can do wonders.

CONCLUDING REMARKS

The findings indicate that age shapes how employees perceive AI use in HR activities in selected organisations of Southern Rajasthan. Younger employees are more comfortable and optimistic, whereas older employees display cautious attitudes. These differences highlight the need for organisations to adopt inclusive strategies that prepare employees at all stages of their careers for technological change. With supportive training and guidance, employees can adapt more effectively to AI-enabled HR environments.

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