

Thesis Paper on

The Role of AI-Augmented HRM in Advancing Sustainable Performance: Investigating the Determinants of Organizational Strategy and Digital Culture



Daffodil
International
University

**Thesis Paper
On**

**The Role of AI-Augmented HRM in Advancing Sustainable
Performance: Investigating the Determinants of Organizational
Strategy and Digital Culture**

Submitted by:

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Letter of Transmittal

To
Ms. Nujhat Anjum Ani
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Subject: Submission of Thesis Paper

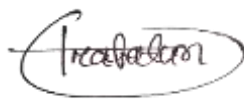
Dear Madam,

With due respect, I am submitting my thesis paper titled ***“The Role of AI-Augmented HRM in Advancing Sustainable Performance: Investigating the Determinants of Organizational Strategy and Digital Culture”*** as part of the requirements for the Master of Business Administration (MBA) program, with a major in Human Resource Management.

I produced this thesis under your guidance, and I did my best during the research process to uphold academic standards. I genuinely believe that the conclusions and ideas offered will be useful for both scholarly research and real-world HRM applications.

I humbly present this thesis report for your consideration and approval, and I am appreciative of your advice and assistance during this endeavor.

Yours faithfully,



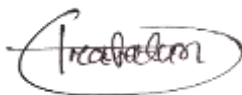
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Student Declaration

I, Arafatun Nesha Khusnoor, hereby declare that the thesis titled ***“The Role of AI-Augmented HRM in Advancing Sustainable Performance: Investigating the Determinants of Organizational Strategy and Digital Culture”*** has been prepared and submitted in partial fulfilment of the requirements for the Master of Business Administration (MBA) degree at Daffodil International University.

This research has been carried out under the supervision of **Ms. Nujhat Anjum Ani**, Senior Lecturer, Department of Business Administration, Faculty of Business & Entrepreneurship, and Daffodil International University. I certify that the work included in this thesis is the product of my own scholarly endeavors and has not been submitted in whole or in part for consideration for any other degree or academic distinction.

I take full responsibility for the uniqueness, authenticity, and integrity of the research provided in this work, and all references, data sources, and scholarly contributions have been properly acknowledged.



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Certificate Approval

This is to certify that Arafatun Nesha Khusnoor (ID: 242-14-008), a student of the MBA program with a major in Human Resource Management at Daffodil International University, has successfully completed her thesis entitled:

“The Role of AI-Augmented HRM in Advancing Sustainable Performance: Investigating the Determinants of Organizational Strategy and Digital Culture”.

I oversaw the study, and during the whole process, I saw her commitment to her studies, integrity, and hard work. The thesis exhibits a thorough comprehension of the topic, which is backed by suitable technique, pertinent data, and solid analysis.

It has been an honor to mentor her in her academic endeavour. I have full confidence that the research's conclusions will significantly advance the expanding conversation on organizational sustainability, human resource management, and artificial intelligence.

I hope she continues to achieve academic and professional success.



.....
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Abstract

There are many organizations globally are reconsidering how digital culture can be in align with organizational strategic goals to facilitate the effective use of artificial intelligence (AI), as they are trying to adapt the rapid digital transition. Taking into account the socioeconomic conditions of developing countries, this study investigates the influential role of AI-augmented human resource management (HRM) on advancing the sustainable organizational performance (SOP). The study uses Structural Equation Modeling (SEM) to conduct the data analysis. In the data analysis segment we use SPSS to test statistically the proposed relationships of the model, and we also use Amos software for data analysis. The investigation was based on the responses from 219 HR professionals worked in different organizations in different management levels in Bangladesh. The findings show that organizational strategy (OS) has a stronger influence on digitally transformed HRM practices, but digital culture (DC) doesn't have a significant influence on HR functions run through AI. Additionally, the results also show that AI-enhanced HRM plays a role as a mediator. It helps to understand the mediating relationship between strategic decisions of organization and organizational long term success. That means AI-driven HRM functions enhances the sustainable performance outcomes. This study establishes a conceptual framework for understanding how implementing AI systems within HR operations during this rapid changing environment result in organizational sustainability. The study is mainly based on resource-based view (RBV) and is supplemented with Dynamic Capabilities View (DCV). The results suggest that the developing countries should take necessary initiative to effectively implement digital culture with the help of AI in the field of HRM. Strategic decision aligned with technology can help organizations to achieve sustainable performance.

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CHAPTER ONE: INTRODUCTION

1.1 Introduction

Organizations widely depend on artificial intelligence (AI) when it comes to business operations; they especially depend on generative technology. Business operations mostly altered the activities rapidly in business firms, educational institutions, and social sectors. Organizations those are working in market situations where business environments are dynamic and unpredictable, they are facing pressures from both external and internal stakeholders of organizations. The demand of AI integrating within operational activities is now a strategic pathway for businesses. Different fields in organizations such as marketing, supply chain management, production, operations, and HRM are now operating efficiently with the help of AI systems. The digital models help businesses to make better decisions, increase operational efficiency, and boost overall organizational performance. In the time of the COVID-19 pandemic, worldwide the use of AI was increased dramatically. By this time, digital transformation and adoption of technologies like OpenAI, Google Bard, and GeminiAI are crucial part of business operations and strategic innovation. Recent statistics indicate that the use of AI technology has increased by more than 270 percent over the past four years, and global investment is predicted to have topped USD 200 billion by 2025. (Jangbahadur, Ahlawat, Rozera, & Gupta, 2024) AI in HR functions makes the activities related to HR, which increases the activities process quality. The question needs to be answered of whether digital culture organizational strategy plays any influential role on AI-augmented HRM.

AI is a major force when we talk about organizational change management, especially in HRM. Traditional procedures have replaced the operational activities in HRM with technologies. The role of HR professionals has changed because of AI-augmented HRM; they are now made managerial decisions with the help of technology based results. Adaptation with technology now influences organizational culture, competitive challenges, and sustainability goals of an organization. Previous studies show that the role of HR professionals is essential for every organization to fight against resistance to change, promote digital transformation, and provide organization with the workforce who is comfortable with

digital advancement. Organizations should implement flexible frameworks when they are under the change circumstances. They also should offer training program so that the employees can get the opportunity to develop their digital competencies. Digital recruitment platforms make hiring process more effective and faster, and these tools improve the HR team's performance outcomes in several organizations. Researches also show that the combination of human capabilities and AI in business, rather than substituting them, it ensures long-term sustainability for the organizations with this competitive advantage.

In the past 10 years the AI has grown in advanced developments, yet there are limited researches on AI applications in the field of HRM. But in the previous studies it has been seen that AI strengthens employee engagement, improves their performance outcomes, and increases retention. With digitalize HR processes such as recruiting, training, performance assessment etc. organizations can ensure sustainable organizational performance more effectively. The impact of digital culture in organizational culture or strategy has not been studied in any wider range, but positive impact is clearly being seen. AI applications in the field of HRM should be acknowledged as an important factor. It should be aligned with the organizational strategy to produce significant performance outcomes.

This current study identifies these gaps and aims to bridge these gaps by examining how technologically transformative culture and strategic direction in businesses affect intelligent HRM system and sustainable organizational performance in the context of developing nations like Bangladesh. The study addresses the growing academic interest in understanding how AI-augmented HRM sustain organizational performance in the long-run. This study establishes a conceptual framework that explains the relationship between these factors. And the factors are digital culture, organizational strategy, and AI-driven HRM system. The study framework shows it clearly that how these factors affect sustainable organizational performance. The key objectives of this study are:

1. To investigate and empirically test the impact of DC and OS on AI-augmented HRM and SOP.
2. To evaluate the mediating role of AI-augmented HRM between DC and SOP, as well as OS and SOP.

Guided by these objectives, the study seeks to answer the following research questions:

- Q1. Which factor, digital culture or organizational strategy, most strongly drives the implementation of AI-augmented HRM and SOP?*
- Q2. Can AI-augmented HRM act as a mediator between DC, OS, and SOP?*

The questions are addressed so that they can reveal the relationship between organizational culture driven by technology and strategic orientation and their influence on organizational effectiveness. By addressing these questions, it will become clearer that how cultural readiness and strategic intent combine to affect the effectiveness of AI-enabled HR practices, especially in the rapid changing business environment of emerging nations.

The resource-based view (RBV) and the dynamic capabilities view (DCV) are used in the study, and Structural Equation Modeling (SEM) is used to measure the proposed relationships among the effective factors. In this current business environment helps in growing the interest of research on AI-driven HRM. There is no sufficient evidence or study available on how AI technologies are related to the organizational strategy. Organizational strategy and digital culture both influence the AI adoption in HR functions in organizations. This study shows that the alignment of digital culture with the broader organizational objectives as strategic tool. However, there are challenges organizations faced when they transform the business process from conventional to digital. Mostly the obstacles likely are high implementation costs of advance technology, lack of usage awareness, and resistance from workforce. By examining these factors, the study contributes to advancing the understanding of the influential roles of digital culture and strategic orientation and their effect on AI-augmented HRM. And the results of this study focus on the implementation of AI technologies within HR functions would be the strongest competitive advantage to sustain business in the long run in developing countries.

CHAPTER TWO: LITERATURE REVIEW & HYPOTHESIS DEVELOPMENT

2.1 Digital Culture

According to a famous anthropologist named Radcliffe-Brown (1952), he defined culture as the expression of a community's common customs and values, which form the foundation of its social structure. His point of view also highlights that cultural practices plays a critical role to form social structure, and communities' continuity and stability are dependent on each other to form an inseparable cultural. In other words, the common framework of values and beliefs in a society that is practices by the social group can be considered as its culture. The rapid development of digital advancement considers as "digital revolution", and it is closely related to the digital culture of present business environment. Computers are now recognized as intelligent machines, and the impact of this machine has broadly addressed in several business fields. The use of this intelligent machine is reflecting the picture of digital culture in business firms. It has successfully brought changes in current business environment. On the other hand, organizational strategy is mainly focuses on long term objectives of organizations. It helps digital culture to shape into the strategic considerations. Technologies serve as a strategic tool to sustain the organizational performance in the business environment. Globally, technologies change rapidly every year into business landscape. For this reason, continuous learning and improvement become challenging for employees. Organizational strategy can help in this case to offer an effective learning environment to the workforce throughout the transitions. In order to maintain competitive advantage in the market, organizations are encouraged by themselves to introduce AI into human resource management.

2.1 Organizational Strategy

Business decision-making process uses information technology now-a-days, and it has a positive impact on organizational strategy. That means business strategic decisions are the combination of technologies and organizational strategy. And this data driven decision making process serves as a competitive advantage for business firms. Hall and Saias (1980)

defined strategy as it is the expression of an organization's mission, the objectives it wants to accomplish, and the distribution of resources to achieve those objectives. Organizations can redesign business models with the help of technologies, and promote technological innovation. Digital transformations brought this competitive advantage. In other words, the opportunity ensures that the change management strategy works well in the competitive business environment, technological advancements, and internal operational developments. The study aims to show that organizations strategic focus on using AI into HRM enhance effective performance in organization.

2.3 AI-Augmented HRM

Artificial intelligence makes easier the tasks in business operations which usually need human cognition. AI has a wide range of advanced technologies such as several kinds of digital platforms, technological tools, systems etc. These technological helping hands carry out tasks like problem-solving and decision-making in business operations. AI has changed the talent acquisition process in HRM; it turns the conventional repetitive process into automation and provides analytical insights. AI can effectively screen resumes, match candidate competencies to job requirements, and provide with the insights like if the candidate is suitable for a particular position. It also helps to determine future performance of the candidates through technologies. According to previous research, recruitment process quality is improved overall because the hiring authorities are using AI support for a better result. Meanwhile, using technologies in recruiting process reduce biases in selection decisions and also reduce the time of hiring candidates. Also, AI-powered solutions are used in performance management, it helps to understand the managers the level of engagement of the employees. It helps to identify the skill gap of the employees, their weaknesses and strengths. AI technologies help managers to forecast the turnover rate concerns. HR professionals use technologies to increase retention rate, and systems measure several factors like job responsibilities, engagement levels, and performance outcomes of the employees to reach out the final result. The HR functions such as selection, screening, training, development, performance management are now become more effective, and evidence-based. And they are also aligned with the broader organizational objectives.

2.4 Theoretical Background

Business operations become challenging for enterprises under volatile, uncertain, complex, and ambiguous (VUCA) environments because the digital environment changes rapidly and continuously. In order to stay competitive, business firms need to adapt the changing environment promptly with the help of limited resources and human capitals internally and externally. The change environment, especially the digitalized systems need to adapt effectively by the employees to stay competitive in the market. The purpose of this study is to determine the appropriate level of focus for digital culture in order to promote AI-supported HR functions and enable long-term success in the business.

The study is mainly based on two theoretical perspectives namely; (1) resource-based view (RBV) and (2) dynamic capabilities view (DCV). The RBV focuses on the strategic tools such as organizational strategy, sustainable organizational performance, and digital culture and their impact on the performance outcome and overall effectiveness in organizational operations. According Barney (1986), resources that are valuable, rare, and difficult to duplicate produce unique competitive advantages or organizations. According to some earlier studies, culture plays as a key factor in creating organizational value. Culture as a strategic tool improves organization's competitive position in the market, and also improves the performance outcomes. Similarly, organizational strategy is another crucial strategic tool that develops the plan and executes the plan in real to secure long-term advantage. According to this concept, sustainable organizational performance is the result of resilience and long-term growth. Business firms can utilize their resources in a better way and achieve sustainability if they aligned digital culture and strategy with broader organizational goals.

The DCV concept explains that how organizations may effectively integrate, reorganize, and coordinate resources and skills in order to adapt to sudden and rapid changes in their environment. AI-augmented HRM is essential for organizations to compete in the market. It produces evidence based data, faster results, and better informed decision-making. Internal resource and capabilities help organizations to adapt the change environment efficiently to maintain the competitive position, and promote sustainable organizational performance. AI integration also improves the skills of HR professionals, and it also helps organizations to create unique talents so that they can serve organization in the future competitive market. Organizations with business operations run by technologies are increasing employee satisfaction with the high decision-making accuracy. Employees

improve their technological competencies to ensure the sustainable organizational performance.

In summary, the major focus of the current study is the factors such as workplace culture driven by technology, business strategic direction, and technology based HR practices serving as strategic resources for organizations to ensure sustainable organizational performance. From the perspectives of RBV and DCV, these components are assisting businesses in the context of developing nations. Organizations coordinate their resources and expertise effectively so that they can survive in the rapid changing environment to ensure long term sustainability.

The communication system becomes digitalize and highly technology based process into social and organizational life, and this is the communication format of current century. Communication through networks that it is a cultural evolution, and this transformation makes networking easier. At the same time, the communication transformation and AI introduce digital culture inside as well as outside of organizations. It has a great positive impact on sustainable organizational performance. In order to use AI in HEM effectively, an organization should have mindset of promoting technologies through the operating systems. Technologies and innovation play the roles together to change the organizational environment into digitalization, and it creates an organizational culture that promotes flexibility, agility, and creativity.

Earlier studies show that digital culture helps organizations to adapt digital transition environments in a fastest way, and it supports workforce flexibility. Organizations with strong digital culture have impactful performance outcomes. It promotes innovations, skill development, and makes knowledge exchange, and gives an ongoing learning environment. Goods manufacturing process and routine operational activities have changed because of the development of advanced technologies. Strong digital culture helps organization to implement effectively AI into HRM, and it increases the chance of sustainable performance outcomes in areas like hiring, employee engagement, and performance management. Despite all these, the research on digital culture and AI-augmented HRM is not growing enough interest. Therefore, further research is needed in this field to understand the role and relationship of digital culture and AI in HRM to enhance the sustainable performance of organizations.

Using AI into HRM helps organizations to develop future leaders as a competitive advantage. By developing employee competencies organizations can achieve high performance outcomes. AI-driven systems can analyse large number of candidate data, and it also helps to find the best fit for a required position during placement. These technologies reduce the length of selection and hiring process, and it also improves the decision making process with quality. In addition, personalized training program through AI gives an extraordinary learning experience for employees. The system increases productivity among employees. Overall, it supports organizations to achieve SOP. Effective talent management and acquisition practices are critical for organizations, and a strong digital culture can support the function with data-driven insights.

Performance management function changes into advanced digital performance assessment, which gives more impartial and effective outcomes. Technologies can support organizations to identify employee productivity trends, which helps managers to find out the competencies of the employees as well as their weaknesses. Then it offers necessary improvement plans for employees and strengthens organizational performance outcomes. The training programs also run by technologies which can easily attract the workforce in a learning environment. It creates a stronger career development programs for employees which helps to increase the retention rate for organizations. Also, career growth programs can increase employee engagement and create an inclusive workstation. This is one of the most effective strategic approaches for most organizations to improve motivation, job satisfaction, and ensure the performance outcomes.

Organizational flexibility, innovative mindset, learning environment are supported by a strong digital culture, which brings the achievements for organizations. This digital environment enhances the commitment mindset of the employees, and the staffs also feel value and engaged with the organizational objectives. Technologies increase high operational quality, resource utilization awareness, and reduce the overall costs. It becomes possible after the alignment of AI-powered HRM with an established digital culture. Organizations support employees to adapt the digital culture so that they can achieve long-term organizational sustainability and stronger competitive positions in the market. Firms with strong AI-augmented HRM culture also can promote diversity, equity, and inclusion among workforce. Organizational strategy aligned with technology provides high ethical security as a progressive business strategy.

Establishing a strong digital culture through AI-augmented HRM is necessary for organizations that want to achieve sustainable organizational performance. Because it supports organizations to improve the selection and recruiting, increase employee engagement, reduce operational cost and time, increase productivity and quality. It also supports employee development program, strengthens employee commitment to the organizations etc. In this environment of rapid technological advancement, firms with such capabilities are more likely to ensure sustainable organizational performance and competitiveness. As a result, this investigation suggests the hypothesis hereunder:

H_{1a}. *Digital culture has a positive influence on AI-augmented HRM.*

H_{2b}. *Digital culture has a positive influence on SOP (Sustainable Organizational Performance).*

Artificial intelligence (AI) plays a significant role in the human resource management functions during the past decades. Particularly in the areas of both structured and unstructured data, it has been proven the significant ability with high accuracy rate in the HR operations. However, it is the organizational strategy of the firms that the adoption of AI-augmented HRM and the utilization of the systems. A successful strategic framework can established the foundation of integrating AI in the HR processes. It can give the insurance that the new AI systems are well aligned with the organizational ultimate objectives, guiding principles, and operational priorities. A well strategic plan also provides with the major areas of HR where the improvements should work and also deliver the most value in the operations. Additionally, in the long term it further ensures that the new infrastructure, capabilities, and resources can facilitate effectively AI systems in the HR functions and sustained organizational performance.

Organizations can be succeeded when the AI-augmented HRM systems is in the line of the organizational strategic vision. When they establish a clear strategic direction, then the integration of AI within HR operations can strengthen organizational coherence and increase the goals achievement probability of the firms. This strategic framework can give an environment of the firms where they can practice digital culture in HR operations, secures leadership commitment, and earns a place where technology is the face in the center workstation. In order to achieve the ultimate sustainable organizational performance, the guideline of strategic framework of the organizations in the integration of AI within HRM enhances the effectiveness of workforce management and talent acquisition.

AI can analyse a large dataset within a short period of time, and can provide information about candidates such as the future performance outcomes, also can provide about the candidates fitness ability with the required positions in the organizations with high accuracy rate. These technical processes improve the hiring process efficiency, decrease the biasness in candidate evaluation, and increase the overall quality of new recruitment. This strategic framework makes the hiring decisions objective, transparent, and consistent with in the line of business values and ethics. It also enhances the organizational strategic values and sustains the performance outcomes. Additionally, in the employee development and performance management process can be run by the AI solutions so that the process can reach the deadlines and the targeted training can be identified. When AI-enabled systems are implemented effectively, they can help managers to give real-time performance feedback, identify skill gaps in the workforce, and personalize learning opportunities for them. This is how employees can feel valued, because they are getting personalized training opportunities which can help them to reach their expected career goals while aligned with the organizational required performance outcomes.

These technological and strategically approaches together can increase employee engagement and participation. These can promote the innovations in the organizations, increase productivity with efficiency, also boosts the sustainable organizational performance. This AI-driven strategic system helps with more informed decision-making, improves the utilization of resources in scarcity, and reduces operational costs in the enterprises. The resourcefulness and its viability as the outcomes of organizations can also contribute to the long term success in the business context of every aspect. In order to sustain the ultimate outcomes, the proper need assessment and strategic functions can shape a well define AI-augmented HRM, and the implementation of the systems can contribute to the long term success of the organizations. Accordingly, this investigation suggests the hypothesis hereunder:

H_{2a}. *Organizational strategy has a positive influence on AI-augmented HRM.*

H_{2b}. *Organizational strategy has a positive influence on SOP (Sustainable Organizational Performance).*

Organizations capacity to maintain long-term success is closely linked human resource management. The adaptation of AI-enabled HRM systems introduces several opportunities for organization, such as it helps to improve performance management, employee

development, and operational efficiency. The AI-driven performance management systems can conduct bias free, data-informed employee evaluations. It can also design personalized learning and training environment according to the needs which can help the workforce to improve their performance as well as their career growth. The automation system can easily identify the skills gaps in the workforce, and suggest targeted training programs. This is how enterprises can develop workforces who are well aligned with organizational strategic goals.

AI-based training program offers such learning environment where individual needs are assessed and provide learning experience accordingly. This system enhances skill advancement and professional development of the employees. Learning through AI increases the workforce engagement and also it creates a culture of continuous improvement. In this sense, the sustainable performance that means the social, environmental, and economic performance of organizations are accelerated by AI-augmented HRM. The training and development program can be monitored through AI systems, and the AI-enabled tools provide with the opportunity for the supervisors that they can give instant feedbacks. And the learners get the opportunity to improve their performance at the mean time. This evidence based system strengthens the employee accountability and increases operational effectiveness.

Now-a-days technologies and technical tools are essential for HR professionals. Organizations are hiring those candidates who have knowledge and experience in IT and AI. These capabilities are helpful for organizations to develop strategic plans and objectives. Managers who are efficient in technological tools and technic they can make better decisions for organization, and they also can select good fit for organization in terms of workforce. According to some earlier research results, AI-enabled HRM practices introduced fairness in workforce and their commitment to the organization. Employee well-being have promoted through this advancement in technology. Digital technologies also help managers and subordinates to maintain inclusivity inside and outside of the organizations. Organizations that promote digital culture they also reinforce social responsibility and ethical standing.

Moreover, AI systems help organizations in terms of economic performance to ensure sustainable performance. It helps to reduce operational costs in new hiring, improve retention plans, and reduce turnover rates. HR functions have repetitive routine tasks and those consume a huge amount of time from employees. But the automation systems take place and make the repetitive tasks easy within a very short time. And it buys extra time for the

workforce to focus on more strategic activities. The digital transformation makes traditional HR activities more effective and efficient. The collaboration of technology with human capital strengthens the sustainable organizational performance. In light of these discussions, the following hypothesis is proposed by this study:

H₃. *AI-augmented HRM has a positive effect on SOP (Sustainable Organizational Performance).*

Organizations with integration of AI-augmented HRM within business activities give an extraordinary experience to the workforce which helps the employees throughout their lifecycle. It starts from recruitment and ends in retirement. It is not about replacing the human capital with AI technologies, while it is about to create a digital culture with the help of strategic orientation in the organization. This can help to hold the long run success. A strong digital culture can only be implemented when the organizational strategy can draw a blueprint of applying AI-driven HRM systems effectively. New generations, they are now master in technology. This is why; organizations with strong digital culture can attract talented youths who are comfortable with technologies. They are highly intended to adaptive technology-intensive environments. When digital culture is practiced in organizations effectively, the daily operations stick to the sustainability goals of the firms. Employees become accountable to contribute to the sustainable organizational performance.

Organizations should treat artificial intelligence as a strategic tool to enhance operational activities. This is how AI-augmented HRM is a strategic tool for HR functions in terms of recruitment, performance management, and workforce development etc. When these HR activities turn into automation, they immediately linked with organizational strategy and digital culture. Decision-making process becomes comfortable because of digitalization. In the time of new hiring, large amount of dataset can be processed in a short time with almost no error. As a mediator, AI-augmented HRM influence positively digital culture to boost sustainable outcomes. HR professionals become more strategic and involve themselves into value-creating activities rather than repetitive routine tasks. Machine learning can be challenging for some employees, but organizational strategy gives opportunity for learning and improvement.

AI adoption is well aligned with HR functions, and they both are closely related to strategic objectives. With the help of AI systems complex tasks become time saver. Critical HR tasks such as performance assessment, development needs, skill gap etc. now can be forecasted through digital data analysis tools. These advance tools also help to find out the gap between individual competencies and organizational goals alignment. In this way, AI-augmented HRM plays an important role like a bridge between strategic intent and sustainable organizational performance. Technology can make the recruitment process an evidence-based decision. It can assess candidates through automation systems; identify their relevance to the required positions and ensure the performance sustainability.

AI systems can help organizations with limited resources, digital transformation reduce the overload use of the physical resources and foster innovation and continuous improvement. The role of AI is crucial in terms of employee development; the systems offer a real time performance tracking and check immediately the compatibility with the organizational objectives and ensure the performance sustainability. It is the balance combination of economic, social, and environmental performance when we talk about sustainability. AI-driven HRM helps maintain this balanced combination by developing a workforce that is resilient and prepared for the future business environment. Personalized learning systems become popular because of intelligent development tools. The tools can measure the employee competencies and performance gap, and offer need based training program.

The current business environment is extremely competitive and technology-driven, and there are many organizations are adopting AI-augmented HRM so that they can survive in this competitive environment. Though the relationship between organizational strategy and AI-augmented HRM has not been explored in a wide range, the current study investigation shows that the relationships between the factors play a significant role in improving sustainable organizational performance. Based on this above discussions, the following hypothesis is proposed after identifying research gap:

H₄. *AI-augmented HRM mediates the relationship between digital culture and SOP.*

H₅. *AI-augmented HRM mediates the relationship between organizational strategy and SOP.*

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Research Model Development

Today's business environment, especially in the area of HRM, depends on information technology and AI. All the HR operations and functions become digitalize. In order to improve organizational performance and make it more sustained, technology and business strategy work together for operational interaction. They are now interdependent on each other so that firms could achieve sustainable organizational performance. Prior studies indicate that AI-augmented HRM systems have a greater influence or effect on sustainable organizational performance, because employee engagement helps to increase the positive affect. However, in the previous studies it is clearly indicated that the mediation relationship of digital culture (DC) and organizational strategy (OS) on the sustainable performance remain insufficiently investigated. This study gives emphasise on the business strategic orientation to achieve sustainable outcomes, where it is also explained that the AI-augmented HRM serves as an intermediary factor and its limited role in the study's other factor. Similarly, it has been shown that the digital culture in the business environment has positive influence on sustainable performance. But digital culture has smaller support in the adoption of AI within HRM. These are some critical gaps in this study which need further theoretical and empirical investigation. AI-augmented HRM plays mediating role in this study, and there are influential factors need to be examined in this study. They are respectively digital workplace culture, corporate strategic framework, and technology driven HR practices. And they have positive influence on sustainable organizational performance. Figure 1 is presented the guidelines of the conceptual framework of this study. There are two independent variables in this framework, and they are digital culture and organizational strategy. And it has been already mentioned that AI-augmented HRM plays the mediating variable role. And there is one dependent variable, and that is sustainable organizational performance. The study framework is tested in the context of organizations operating in a developing country, Bangladesh.

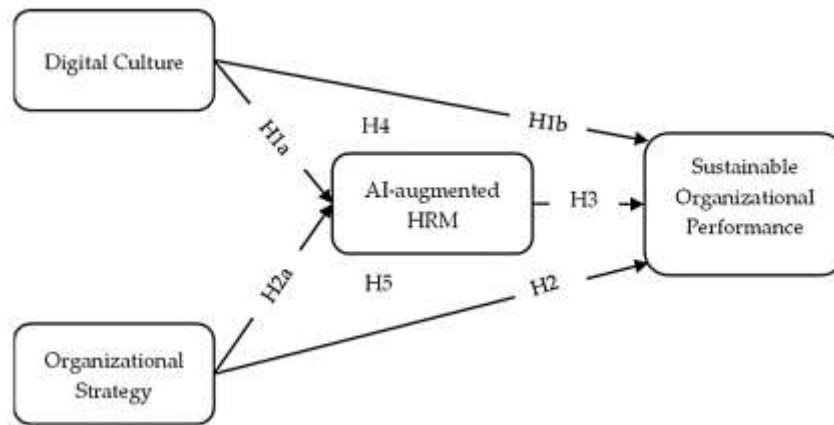


Figure 1: Conceptual Framework of the Study

3.2 Sampling and Data Collection Methods

This study conducted the survey focuses on the individual employees who are working in different organizations at different managerial levels. And the study particularly focuses on the HR professionals for conducting the research. A purposive sampling technique was used in this study to conduct the survey and received the respondents' opinion from first, middle, and top management levels. Data were gathered from different business sectors in Bangladesh including finance, banking, manufacturing, pharmaceuticals, logistics, development, NGOs, MNCs and services sectors. The survey respondents were asking for participate voluntarily and it was informed that their information keep confidential. The survey questionnaires were distributed and collected both ways on and off line. The survey was used several channels Facebook, WhatsApp, email, and face to face interactions. It took a three-month period to collect the respondents' data. It survey was conducted from August to October 2025. A total 300 questionnaires was distributed, and 253 responses were received. There are some incomplete survey responses, and 219 responses were used to complete the survey. And the response rate was found at 73 percent. The response rate is higher compared to previous studies carried out in Bangladesh. The previous studies responses were ranged from 50 to 60 percent.

3.3 Measurement Items and Scaling

A structured questionnaire was developed after a thorough analysis of prior academic contributions to ensure that the measurement items with this study's objectives. Before starting the official survey, a pilot test was taking place. There were 5 respondents who were

participated in the pilot test survey to evaluate clarity and reliability of the measurement items of the survey questionnaires. The pilot test gave a poor value of Cronbach's alpha (-1.29) for the SOP scale. So, it was indicated that it needs to be improve. The items of the survey questionnaires were revised and re-evaluated, at this point we took another 5 respondents to conduct a further demo survey. And it is confirmed the improvement reliability and validity of the items. There are four constructs; DC, OS, AIHRM, and SOP were measured using multiple items. Likert scale was used to measure the items ranhing from "strongly disagree" (1) to "strongly agree" (5). The final sample size was 219, and the sample was tested with the help of the suggested research model. The sample size and the survey were conducted in accordance with the suggestions made by Garver (1999) and Hoelter (1983).

3.4 Demographic Information of the Respondents

The following table is the presentation of the characteristics of respondents; it includes the AI based technologies used by the HR professionals, size of the firms, age of the firms, and the characteristics of the respondents such as their age group, working experience duration, as well as their management levels. Regarding AI tools used in HRM by the professionals, they reported that 45.8 percent of respondents using Google AI, 42 percent used OpenAI, 16.4 percent used Microsoft Research tools, and 16 percent used Google Cloud. There are some other AI tools are used by the respondents reportedly Amazon Web Services, Human AI, or OpenAI Gym. There table also shows that 16 percent of respondents are from small sized firms, 14.6 percent are from medium-sized enterprises, and 69.4 percent are from large enterprises. 55.3 percent of the respondents are working in organizations those are operating in the market for more than 20 years. In addition to that 15.1 percent of the respondents had less than five years of work experience, and 15.9 percent of the respondents had between five and ten years of work experience. In terms of the employees' age group, nearly 50 percent were aged between 30 and 39, 43.4 percent were between 20 and 29, and only 1.9 percent were above 50 years. 59 percent respondents are from mid-level managerial positions, while 29.7 percent had work experience from six to ten years, 50.2 percent had work experience from one to five years in different HR-related functions from different organizations in Bangladesh.

Table 1: Demographic profile of the respondents

Variable	Description	No. of Respondents	%
AI tools used by the respondents ***	GoogleAI	100	45.79
	OpenAI	92	42
	Microsoft Research	36	16.4
	Google Cloud	35	16
	Amazon Web Service	7	3.2
	HumanAI/OpenAI Gym	8	3.7
	Others	35	16
Firm's size	Small	35	16
	Medium	32	14.6
	Large Enterprise	152	69.4
Firm's age	< 5 years	33	15.1
	5-10 years	34	15.5
	11-15 years	16	7.3
	16-20 years	15	6.8
	> 20 years	121	55.3
Age Group (Employee)	< 20 years	2	0.9
	20-29	95	43.4
	30-39	103	47
	40-49	15	6.8
	50-59	3	1.4
	> 60 years	1	0.5
Service Period	< 1 year	31	14.2
	1-5 years	110	50.2
	6-10 years	65	29.7
	11-15 years	13	5.9
	> 15 years	31	14.2
Management Level	First-level	65	29.7
	Mid-level	131	59.8
	Top-level	19	8.7
	Others	4	1.8
Total		219	100%

CHAPTER FOUR: DATA ANALYSIS & RESULTS

4.1 Data Analysis Tools and Techniques

First, Microsoft Excel is used to prepare and arrange the dataset of this study, and the gathered data was organized and evaluated for this research through MS Excel. After that, the data were processed for statistical analysis using SPSS 23. SPSS also used to conduct demographic analysis, descriptive statistics, correlation testing, and the Variance Inflation Factor (VIF) evaluation. Harman's single-factor test also conducted through SPSS. The dataset was imported into AMOS 24 to test the measurement model and structural model after completing the preliminary analyses of the dataset. AMOS was also used to analysis the paths and assess the model fit, which formed the foundation for testing the study's hypotheses. These are the analytical steps are used in this research, which provided the empirical foundation for addressing the objectives of the current research.

4.2 Common Method Biasness (CMB) Test

Several diagnostic tests were carried out to ensure the data were free common method bias before proceeding with the major technical analyses. The Kaiser–Meyer–Olkin (KMO) test produced a result of 0.942, confirming that the sample was sufficient for factor analysis. According to Bartlett's Test of Sphericity ($\chi^2 = 4547.196$, $df = 378$, $p < 0.05$), it was indicated that the constructs are showing significant relationships. And the constructs are AI-augmented HRM (AIHRM), Digital Culture (DC), Organizational Strategy (OS), and Sustainable Organizational Performance (SOP) supported the use of factor analysis. After that, Harman's single-factor test was carried out to perform to check for potential bias, and this approach was suggested by Harman (1976). According to the principal component analysis, a single factor accounted for 46.849% of the total variance, which gives the value below the 50% threshold. It was indicating that the common method bias was not an issue. In addition, all constructs' VIF values ranged between 1 and 3, indicating that multicollinearity was not an issue. Finally, these results all together suggest that the dataset was suitable for further statistical analysis.

4.3. The Measurement Model

To confirm the reliability and validity of the research framework, both the measurement model and structural model were assessed. There were widely recognized statistical criteria used to assess the convergent validity, discriminant validity, reliability, and fitness of the models. According to previous studies, an appropriate model fit is indicated by GFI and AGFI values over 0.80 and RMSEA values between 0.05 and 0.08 (Doll, Xia, and Torkzadeh, 1994) (Baumgartner and Homburg, 1996). As a result, the model can be considered a satisfactory representation of the data. Average Variance Extracted (AVE) and Composite Reliability (CR), which were obtained from the standardized factor loadings, were then used to assess convergent validity. With the exception of DC6, DC7, and SOP4, which were eliminated because of loadings below 0.6, each and every indicator showed a factor loading above 0.40. The overall model fit was improved by their removal. With CR values above 0.70, AVE values over 0.50, and Cronbach's alpha values over 0.70, the constructs showed sufficient convergent validity. VIF values were analyzed to evaluate multicollinearity in order to further assure credibility. All values were less than 3, confirming that multicollinearity was not an issue for the model. The Fornell–Larcker criterion was used to evaluate the discriminant validity, which compares the square root of each construct's AVE with its correlations to other constructs. (Fornell and Larcker, 1981) The results, as displayed in Table 3, demonstrate satisfactory discriminant validity by confirming that each construct was distinct from the others.

Table 2: The reliability and validity of the constructs

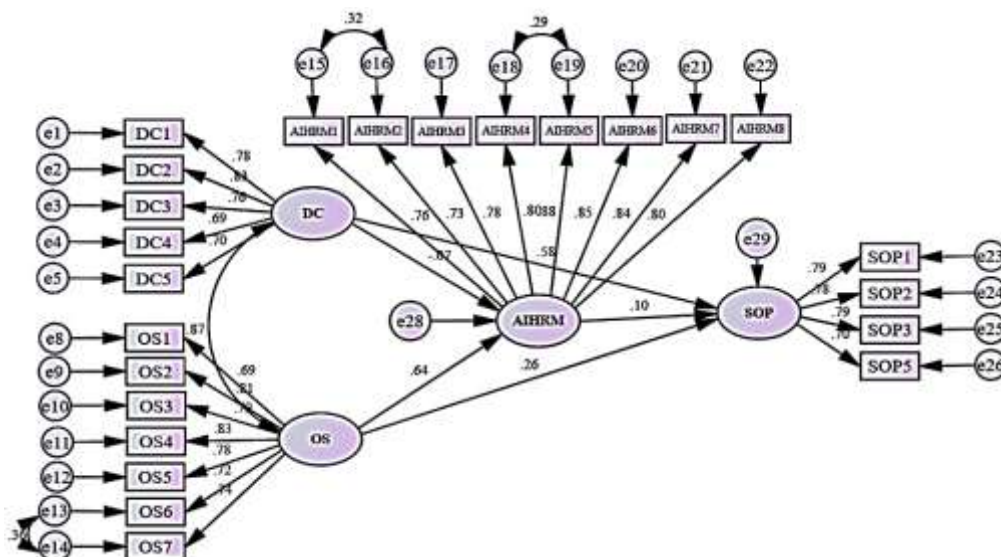
Variables	Items	Items Eliminated	Loading	Cronbach's α	AVE	AVE	VIF
AI-augmented HRM (AIHRM)	AIHRM1	None	0.760	0.938	0.573	0.914	1.372
	AIHRM2		0.725				
	AIHRM3		0.778				
	AIHRM4		0.802				
	AIHRM5		0.88				
	AIHRM6		0.853				
	AIHRM7		0.839				
	AIHRM8		0.801				
Digital Culture (DC)	DC1	2 (DC6; DC7)	0.782	0.899	0.607	0.885	2.518
	DC2		0.824				
	DC3		0.760				
	DC4		0.688				
	DC5		0.697				
Organizational Strategy (OS)	OS1	None	0.685	0.908	0.632	0.923	2.080
	OS2		0.807				
	OS3		0.794				
	OS4		0.827				
	OS5		0.776				
	OS6		0.716				
	OS7		0.739				
Sustainable Organizational Performance (SOP)	SOP1	2 (SOP4, SOP6)	0.788	0.872	0.685	0.897	-
	SOP2		0.780				
	SOP3		0.788				
	SOP5		0.704				

Table 3: Discriminant validity

Variables	AIHRM	DC	OS	SOP
1. AIHRM	(0.757)			
2. DC	0.430 **	(0.779)		
3. OS	0.519 **	0.776 **	(0.795)	
4. SOP	0.469 **	0.732 **	0.732 **	(0.827)
Mean	3.183	3.899	3.913	4.034
Standard Deviation	0.979	0.740	0.729	0.662

4.4 The Structural Model

AMOS software was used to investigate the structural relationships described in the conceptual model. Bootstrapping was used to test the significance of the path coefficients, which was based on 500 resamples. The results showed that the structural model demonstrated a good fit. These values show that the model was well-fitted for hypothesis testing and statistically acceptable. Sustainable organizational performance (SOP) had an R^2 value of 27.1%, indicating that a significant amount of the variance in SOP could be explained by AI-augmented HRM. The structural relationships of the model are shown graphically in Figure 2.

**Figure 2:** Structural model fit test

In order to examine the relationships of the proposed hypotheses, path coefficients and their significance levels were estimated using 5,000 bootstrapped samples. This hypothesis was rejected because the results for H1a showed that digital culture (DC) had no significant impact on AI-augmented HRM ($\beta = 0.070$; $p > 0.05$). However, DC showed a significant positive relationship with SOP ($\beta = 0.403$; $p < 0.05$), supporting H1b. Organizational strategy (OS) significantly improved AI-augmented HRM ($\beta = 0.465$; $p < 0.05$) and SOP ($\beta = 0.354$; $p < 0.05$), according to the results for H2a and H2b, supporting both hypotheses. As for H3, the analysis supported the proposed relationship by confirming that AI-augmented HRM had a positive impact on SOP ($\beta = 0.123$; $p < 0.05$). Next, the H4 and H5 mediation tests were conducted. H4 was rejected because the relationship between DC and SOP was not mediated by AI-augmented HRM ($\beta = 0.008$; $p > 0.05$). It did, however, mediate the OS and SOP relation ($\beta = 0.052$; $p < 0.05$), which supports H5. Finally, size of the firms and age of the firms were added as control variables. The results indicated that firm size had a substantial positive impact on SOP ($\beta = 0.146$; $p < 0.05$), but firm age had no significant influence ($\beta = 0.013$; $p > 0.05$). This implies that larger enterprises typically achieve higher sustainability results, probably as a result of having more resources and the ability to incorporate AI into HRM. Table 4 provides an overview of these findings. In summary, the data demonstrates that the adoption and efficacy of digitally transformed HRM are significantly influenced by strategic decision of an organization rather than digital culture. Moreover, the relationship between strategic direction and performance outcomes and their mediating effect, AI-augmented HRM directly and indirectly supports sustainable performance. These impacts are further reinforced by the size of the firm, indicating that larger enterprises are better able to use AI technology to improve HRM sustainability and effectiveness. All of these results emphasize how crucial it is to match technology integration with strategic goals in order to optimize the advantages of AI-enhanced HRM in developing nations like Bangladesh.

Table 4: Results of Structural Path Analysis

Hypothesis	Pathways	Path Coefficient	95% Confidence		p-Value	Decision
			Interval			
			ULC	LLC		
H _{1a}	DC → AIHRM	0.070	−0.122	0.275	0.496	NS
H _{1b}	DC → SOP	0.403 **	0.257	0.550	0.000	S
H _{2a}	OS → AIHRM	0.465 **	0.266	0.651	0.000	S
H _{2b}	OS → SOP	0.354 **	0.197	0.516	0.000	S
H ₃	AIHRM → SOP	0.123 *	0.027	0.221	0.010	S
Mediation						
H ₄	DC → AIHRM → SOP	0.000	−0.001	0.000	0.000	NS
H ₅	OS → AIHRM → SOP	0.052	0.014	0.102	0.006	S
Control						
	Firms age → SOP	0.000	−0.007	0.105	0.787	NS
	Firm size → SOP	0.000	0.000	0.240	0.000	S

CHAPTER FIVE: DISCUSSIONS & CONCLUSIONS

5.1 Key Findings of the Study

The core discussion focus of this research is on the understanding of how digital culture and organizational strategy together influenced positively AI-augmented labor management and long term performance outcomes. The overall study divided the results into two broader contexts, (1) theoretical context, and (2) managerial context. The results also identify future implications that could bring through digital transformation. The results also develop an opportunity for future research to refine and expand the extent of understand of the role AI-augmented HRM in the dimension of digital culture in business operations as well as in the field of business strategies. Organizational internal resource based perspective and the organizational strategic capabilities perspective are the main guiding frameworks for this study, and this conceptual framework provides the theoretical structure so that the proposed relationship can be measured. In a prior research Budhwar et al. (2022) gave recommendations about organizational culture and business strategy. The research suggested that if the organizational culture aligned with the strategic objectives then sustainable outcomes can easily be achieved. In another study Chowdhury et al. (2023) highlighted that the importance of AI-integrated HRM in organizational culture it can create an environment where organization could understand the cultural business dimensions. The key findings of this study and their implications are summarized hereunder:

1. The results after the investigation show that the digital culture (DC) does not have a significant influence on technology supported HRM (H_{1a}) or SOP (H_{1b}). Although some prior studies have discussed about the theoretical importance of digital and its effect on AI-driven HRM, this effect has no strongest influence in the context of Bangladeshi organizations. The current results challenge previous studies that organizational cultural dimension can the effectiveness of the HR functions. In contrast, the results show that in the context of developing countries the role of digital culture has poor development. There are many organizations in Bangladesh, they are still depends on traditional HR work processes, which clearly show that there is limited adoption of digital systems. Employees also afraid of technological changes

and the limitation of digital training programs and learning opportunities make slower progress in digital adoption. Additionally, the top management levels in Bangladeshi organizations are not well aware about the digitalization, and this poor knowledge and lack of proper resources make the digital transformation nearly impossible. The situation becomes challenging when hierarchical structures, bureaucratic processes show unrealistic concerns about data security and job stability. As a result, the digital transformation remains a slow process within this context of developing nations.

2. The impact of organizational strategic direction on advance technology driven HRM is significant (H_{2a}) as well as SOP (H_{2b}). The results reflect that the strategic intention of the adoption of AI-driven HR practices to improve the HR operational process. The results confirm that organizations with planned strategic orientations are more likely to implement AI-based HR practices so that it can support the sustainable performance outcomes. The findings also reveal that organization with clear strategic vision can adopt AI technologies into HRM functions to achieve long-term organizational success. Through this technological transformation, HR functions become more data-driven, allowing continuous feedback, real-time performance tracking, and improved the decision-making of the managers. These technologies help organizations to design personalized individual employee training programs, acknowledge the weaknesses and strengths of the employees, and foster engagement. All these systems increase the job satisfaction, improve retention, and sustain organization's growth.

3. The findings verify that there is a supportive correlation between AI-augmented HRM and sustainable organizational performance (SOP) (H_3). That means AI has a greater influence on SOP and human contribution isn't replaced by it. Integrating AI in HR functions helps organizations achieve higher performance efficiency, and it also provides employees the feel of job stability. The previous researches on AI-augmented HRM help this current study to understand the evidence indicates that the AI systems provide personalize growth and learning environment. It aids in determining the needs and recognize the development programs for employees and enhances their ability. When the systems are properly implemented and monitor

regularly, organizations can create an environment where the workforce is committed to the sustainable long-term performance.

4. AI-augmented HRM plays a meaningful mediating role between organizational strategy and sustainable performance (H₅), but not between digital culture and SOP (H₄). The results indicate that the effect of digital culture on sustainable organizational performance is still challenging in Bangladesh. But AI-driven HRM practices culture serves an important contributor in business environment in Bangladesh. However, the relationship between organizational strategy and sustainable performance is not very strong. And AI-augmented HRM plays a weak role here. It is still in progress to strengthen the relationship between long-term organizational success and business strategic orientation. Human capital is aligned well with business goals in such organizations where they have well-defined strategies and proper AI integration. In the rapid changing environment, AI technologies help organizations and management to forecast required information, improve data-based decision-making process, and increase adaptability. These technological HR functions show that strategic intentions can be converted through AI-augmented HRM which can provide with measurable performance improvements.
5. The results also reveal that the size of the organizations has a significant influence on sustainable organizational performance. But the age of the firms has weak influence. Large enterprises can easily implement technological advancement in the HR functions, and they can achieve superior results. In general, digital culture and organizational strategy consider as the critical factors in this study those help AI-augmented HRM and SOP. Their influences also depend on the maturity of the organizations and their resource capability.

5.2 Theoretical Implications

The findings of this study contribute to the academic literature such as literature on HRM, the role of AI within HRM, the study on digitally transformed work culture, organizational strategic direction, and AI-augmented HRM and their role in shaping the sustainable organizational performance. This study also contributes in the frameworks of RBV and DCV. In some previous studies have examined the role of AI-augmented HRM as a

mediator, and some of them has examined about its influential role on DC and OS as well as SOP. This current study took help from previous research to advances the measurement results and proposed relationships through the measurement items.

From the theoretical point of view, digital culture and strategic orientation represent the major organizational resources those contribute to increase the influential forces in the long-term performance. AI-augmented HRM plays a role in the dynamic environment that enables firms to respond in an extent where technological changes take place rapidly. All the variables in this study highlight the importance of integrating AI technology in the HR operations and the role of the strategic resources to make top management level decisions.

The investigation of this research also confirms that AI-augmented HRM plays a role like a bridge between two factors, and those are organizational strategic management process and sustainable performance outcomes. In other point of view, digital culture has influence on SOP. The results have proven that the application of DCV has a strong point in this study. Also, it helps to understand that the integration of AI technologies in HRM to achieve the ultimate performance outcomes.

5.3 Managerial Implications

From the managerial point of view, the study identifies several important insights. In the global business environment, the adaptation of AI technologies is increasing in every business operations so that the business leaders automate the business processes and improve their decision-making. But in the developing countries, the scenario is different. They are still struggling to change their systems. The findings indicate that the digital culture has a weak influence in the business environment; the factor cannot directly affect the artificial intelligence adoption in the strategic plan of the business objectives. The management and the workforce don't feel the need for it.

The business leaders need to see AI as a strategic tool and a practical solution for day to day HR operations, because it improves workforce efficiency and effectiveness, and reduces errors in the performance. Talent acquisition, applicant evaluation, learning and development, succession planning, and performance management can all benefit from integrating AI throughout HR activities. When the business leaders would merge the role of digital culture and strategic priorities and make it the organizational strategic vision, then the firms can increase workforce engagement and reach the long term success in the market.

Organizations in developing countries, the findings of the study highlight the importance of combining the roles of strategic planning with digital transformation to improve the performance outcomes. The business leaders should support the workforce in the time of digital transitions. They should offer to the employees a proper learning environment, adequate training on digital tools and techniques.

5.4 Limitations of the Study and Directions for Future Research

Although this research makes significant contributions, it also has a number of limitations that provide room for future research. First, majority portion of data reflects the perspectives of the middle and top-level management. So, that means the results may fail to capture others opinions in this prospects. In the future time, the researches should identify the study gaps and fill it up. Future research should include data from all type of management levels to develop a more comprehensive understanding. Second, this research used AI-augmented HRM as a single mediating construct in the conceptual framework between DC, OS and SOP. Future research could expand this model by examining other dimensions like organizational agility, digital mindset, leadership behavior, and innovation capacity etc. Third, the research is conducted in the context of Bangladesh. Bangladesh cannot a perfect representation of all the developing countries, and this limitation is clear. In any future study will include more developing countries or they will include developing countries to identify the differences among them in terms of AI adoption in the field of HRM. The findings' generalizability will be strengthened by comparative studies conducted in different developing economies in a future time. Fourth, the current study didn't conduct the ethical considerations of adopting AI in the business operations. So, further research is still necessary to fully comprehend how leadership responsibility, governance frameworks, and responsible AI practices affect HRM efficacy and performance sustainability. Finally, the sample size of this study as 219 and it is not a perfect representation of the entire workforce from Bangladesh. And this workforce from different field cannot represent the entire perspectives that are from different sectors in other developing nations. Also, the sample size is very small. Larger and more diverse samples can provide with more diverse and statistical acceptance results, and also can provide with deeper insights into the relationships between DC, OS, and SOP.

5.5 Conclusions

Prior studies have shown that artificial intelligence improves overall performance, reduces costs, and increases efficiency through more intelligent management of operations and human resources. However, study found that in terms of digital culture and organizational strategy have limited attention to shape of digitally transformed HRM system and organizational performance effectiveness. This study is examining the proposed interrelationships empirically and emphasizing the intermediate effect of technologically integrated HRM functions to link the relationship gap. The findings of this research show that AI-augmented HRM plays a role of a critical factor to connect the strategic orientation and sustainable performance of organizations. In this current digital age, organizations that are effectively align culture, and technology in the business operations they the highest competitive advantages. The results confirm that digital culture and organizational strategy both are equally important to achieve sustainable performance, where strategy influences directly the performance outcomes through the mediating factor AI-augmented HRM. On the other hand, digital culture influence indirectly to the sustainable performance. In summary, the study provides a clear understanding of the role of AI in the field of HRM and its importance to implement as a strategic solution so that organizations can achieve long term sustainability. Though this research conducted in Bangladesh perspective, the results give valuable insights about pursuing digital transformation. Future research can also expand this understanding and contribute to a more thorough knowledge of sustainable performance and AI-augmented HRM.

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Appendix

Section A: Demographic Information

1. AI tools you use as an HR professional

(You may tick more than one option if applicable.)

- ☐ Google AI
- ☐ OpenAI
- ☐ Microsoft Research
- ☐ Google Cloud
- ☐ Amazon Web Service
- ☐ HumanAI / OpenAI Gym
- ☐ Others

2. The size of your organization

- ☐ Small Enterprise
- ☐ Medium Enterprise
- ☐ Large Enterprise

3. Your firm's age

- ☐ Less than 5 years
- ☐ 5–10 years
- ☐ 11–15 years
- ☐ 16–20 years
- ☐ More than 20 years

4. Your age group

- ☐ Below 20 years
- ☐ 20–29 years
- ☐ 30–39 years
- ☐ 40–49 years
- ☐ 50–59 years
- ☐ 60 years and above

5. **You have been working in your current organization**

- ☐ Less than 1 year
- ☐ 1–5 years
- ☐ 6–10 years
- ☐ 11–15 years
- ☐ More than 15 years

6. **Your current management level**

- ☐ First-level Management
- ☐ Middle-level Management
- ☐ Top-level Management

Section B: Research Constructs

Variables	Item Code	Items
AI Augmented HRM (AIHRM)	AIHRM1	Our organization uses AI-based systems to improve recruitment and selection process.
	AIHRM2	AI applications in our organization help reduce human bias in HR-related activities.
	AIHRM3	AI tools assist in evaluating employee performance more accurately and efficiently.
	AIHRM4	Our organization uses AI to forecast employee turnover and retention trends.
	AIHRM5	AI-supported analytics help identify employee training and development needs.
	AIHRM6	HR operations in our organization integrate AI technology to optimize administrative tasks.
	AIHRM7	HR team in our organization are trained to use AI tools effectively.
	AIHRM8	The use of AI in HRM has improved overall employee engagement and job satisfaction.

Digital Culture (DC)	DC1	Our organization promotes a culture that motivates employees to adapt to the digital transformation.
	DC2	Employees are open to experimenting with new digital tools and technologies.
	DC3	Communication and information sharing are supported through digital platforms in our organization.
	DC4	Leaders in our organization actively promote digital awareness and learning.
	DC5	Our organization encourages innovation through the use of digital technologies.
	DC6	Employees are provided with digital training to strengthen their technological skills.
	DC7	Digital transformation is viewed positively across all levels of our organization.
Organizational Strategy (OS)	OS1	Our organization's strategy emphasizes the integration of digital technologies in operations.
	OS2	Top management prioritizes AI and data-driven systems to achieve business goals.
	OS3	Organizational strategies are regularly updated to align with technological advancements.
	OS4	Our business strategy supports innovation and continuous digital improvement.
	OS5	The organization invests strategically in technology to enhance long-term sustainability.
	OS6	AI and analytics are central to our decision-making and planning processes.
	OS7	Our organizational strategy ensures that technological changes align with employee capabilities.
Sustainable Organizational Performance (SOP)	SOP1	Our organization consistently strives to improve environmental and social responsibility.
	SOP2	Employee well-being and development in our organization are essential components of sustainability goals.
	SOP3	The organization's operations are designed to ensure long-term financial stability.
	SOP4	AI and digital technologies have enhanced our productivity and operational efficiency.

- SOP5 We focus on maintaining ethical standards and fairness in all organizational practices.
- SOP6 Our organization adapts promptly to technological and environmental changes to remain sustainable.
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