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**The Impact of Technological Development and Implementation in
Human Resources Management in private sector in Greece**

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Patras, Greece, September 2026

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Abstract

Technology has formed the way organizations manage their people, and HR departments are part of it. The last few years, tools that HR department use such as HRIS platforms, e-HRM systems, and AI applications have become parts of how organizations make recruitment, evaluate employee performance, and schedule their workforce. The digital transformation is about efficiency and a trend of how an organization is going to operate in the future.

Technology and especially AI has created new possibilities in work processes. It can complete huge volumes of work or spot patterns in less time than humans need. For companies that have to deal with many employees and a lot of applications for hiring, this kind of support is vwrly helpful. However, transparency and ethic matters arrises as personal data, salaries and performance reports are involved. To secure the safety of employees data, governments set regulations like GDPR and the forthcoming AI Act.

In this study there is a look at how organisations of private sector in Greece face this dynamic of technology. The results show that there is not wide adoption of technology in organizations, either because of cost or limited familiarity. However, even where companies did use technology it was in simple tasks like completing repetitive processes and not strategic decisions. Another advantage that came with technology implementation in organizations is remote work. Although remote work brings flexibility in many ways in work, it also brings complexity and challenges about communication. AI implementation in HR processes is more about conditions and responsible use and less about the technology itself.

Keywords

Human Resource Management, technology, Arificial Intelligence, General Data Protection Regulation, personal data.

Περίληψη

Η τεχνολογία έχει διαμορφώσει τον τρόπο με τον οποίο οι οργανισμοί διαχειρίζονται το προσωπικό τους και τα τμήματα Ανθρώπινου Δυναμικού αποτελούν μέρος αυτού. Τα τελευταία χρόνια, τα εργαλεία που χρησιμοποιούν τα τμήματα Ανθρώπινου Δυναμικού, όπως οι πλατφόρμες HRIS, τα συστήματα e-HRM και οι εφαρμογές Τεχνητής Νοημοσύνης, έχουν γίνει μέρος του τρόπου με τον οποίο οι οργανισμοί κάνουν προσλήψεις, αξιολογούν την απόδοση των εργαζομένων και προγραμματίζουν το εργατικό δυναμικό τους. Ο ψηφιακός μετασχηματισμός αφορά την αποτελεσματικότητα και μια τάση για το πώς ένας οργανισμός θα λειτουργεί στο μέλλον.

Η τεχνολογία και ιδιαίτερα η Τεχνητή Νοημοσύνη έχουν δημιουργήσει νέες δυνατότητες στις εργασιακές διαδικασίες. Μπορεί να ολοκληρώσει τεράστιους όγκους εργασίας ή να εντοπίσει μοτίβα σε λιγότερο χρόνο από ό,τι χρειάζονται οι άνθρωποι. Για τις εταιρείες που πρέπει να ασχοληθούν με πολλούς υπαλλήλους και πολλές αιτήσεις για προσλήψεις, αυτό το είδος υποστήριξης είναι πολύ χρήσιμο. Ωστόσο, προκύπτουν ζητήματα διαφάνειας και δεοντολογίας καθώς εμπλέκονται προσωπικά δεδομένα, μισθοί και αναφορές απόδοσης. Για να διασφαλιστεί η ασφάλεια των δεδομένων των εργαζομένων, οι κυβερνήσεις θέτουν κανονισμούς όπως ο GDPR και ο επικείμενος νόμος για την Τεχνητή Νοημοσύνη.

Σε αυτήν τη μελέτη εξετάζεται πώς οι οργανισμοί του ιδιωτικού τομέα στην Ελλάδα αντιμετωπίζουν αυτή τη δυναμική της τεχνολογίας. Τα αποτελέσματα δείχνουν ότι δεν υπάρχει ευρεία υιοθέτηση της τεχνολογίας στους οργανισμούς, είτε λόγω κόστους είτε λόγω περιορισμένης εξοικείωσης. Ωστόσο, ακόμη και στις περιπτώσεις που οι εταιρείες χρησιμοποίησαν την τεχνολογία, αυτή αφορούσε απλές εργασίες, όπως η ολοκλήρωση επαναλαμβανόμενων διαδικασιών και όχι στρατηγικών αποφάσεων. Ένα άλλο πλεονέκτημα που συνοδεύει την εφαρμογή της τεχνολογίας στους οργανισμούς είναι η τηλεργασία. Αν και η τηλεργασία φέρνει ευελιξία με πολλούς τρόπους στην εργασία, φέρνει επίσης πολυπλοκότητα και προκλήσεις στην επικοινωνία. Η εφαρμογή της Τεχνητής Νοημοσύνης στις διαδικασίες ανθρώπινου δυναμικού αφορά περισσότερο τις συνθήκες και την υπεύθυνη χρήση και λιγότερο την ίδια την τεχνολογία.

Λέξεις – Κλειδιά

Διαχείριση Ανθρώπινου Δυναμικού, τεχνολογία, Τεχνητή Νοημοσύνη, Γενικός Κανονισμός Προστασίας Δεδομένων, προσωπικά δεδομένα.

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List of Abbreviations & Acronyms

AI	Artificial Intelligence
HR	Human Resource
HRM	Human Resource Management
HRIS	Human Resource Information Systems
e-HRM	electronic Human Resource Management
GDPR	General Data Protection Regulation
EU	European Union
COVID-19	Coronavirus Disease 2019
TAM	Technology Acceptance Model
UTAUT	Unified Acceptance and Use of Technology Theory
RBV	Resource-Based View
CIPD	Chartered Institute of Personnel and Development
AMO	Ability–Motivation–Opportunity

1. Chapter 1 – Introduction.

The last years, human resource management (HRM) has been significantly influenced by the development of technology. The adoption of technology by companies is changing the way HR is operating and organized how employees are managed, and how strategic decisions are made. Technologies such as human resource information systems (HRIS), electronic human resource management (e-HRM), artificial intelligence (AI) and big data analysis are more and more used to support the workload of HR. These technologies are allowing the automation of HR, for faster and improved processes of recruiting personnel and analyzing data more effectively. With companies and organizations being in such a competent environment, the adoption of technology for a more digital background is more than advised, its imperative. The departments of HR are called to follow technological development and adopt technological tools and practices that improve efficiency and support the workforce management (Thite, 2018).

The implementation of technology in HR refers to the use of digital technologies, often called digital HRM, to support the HR activities and processes. Through these tools, like digital HR platforms, companies can analyze information of the employees and monitor their performance throughout the years they work, and adjust the workforce management wherever is possible. The adoption of such technology can transform the traditional role of an HR department from just observe the productivity of the employees and keep record of their bios and salary, to a more active role in management and the organizational development of the company (Thite,2018). An important sector of digital HRM is e-HRM, the electronic human resource management. The e-HRM is divided in operational e-HRM, relational e-HRM and strategic e-HRM, that refers to the use of technologies to perform HR functions and provide HR services. According to Thite, digital HR technologies help organizations become more agile and responsive to the changing needs with the aim of increasing their performance.

Another use of e-HRM systems is the access in personal information and services that any employee can get for applications, payroll information, training courses, performance evaluation reports and other tools or services that can be useful. Moreover, managers can monitor their employee performance and manage them in different work groups or tasks.

So, the traditional HR processes can be fully digitalized by adopting any new technology, in favor of time saving and less workload not only for the employees but also for managers and directors.

Another tool of e-HRM systems that lately has shown is artificial intelligence. The artificial intelligence (AI) is a technological development that has affected the HRM in a huge way. AI technologies are increasingly being used in almost everything, any kind of work. It is being used to support various of the activities of the HR department, such as recruiting, training, managing, and analyzing work performance. Also, AI systems can process a large amount of data and identify patterns that cannot be easily detected by humans, and in this way companies can use these AI tools to make decisions faster and probably more efficient about hiring, training, and making decisions. Large organizations can use this kind of technology for their benefit as they receive a large number data that they have to use, either is a job application or performance evaluation (Kaushal et al., 2023).

AI technology can also be used to analyze an employee's profile and performance and identify which skills are needed to be improved to increase their work performance, both as individuals and as groups. Also, companies and organizations can support training programs according to their needs and the need of their personnel to improve both capabilities and personal development. Another important usage of AI in HRM is the identification of the factors that can affect the performance and productivity of a company. After analyzing the workload data, the companies through the help of AI can identify the factors that hold their productivity below their expectations, and develop strategies according to their capabilities that can improve the management of their workload. According to Malik and Budhwar (2022), AI technologies support data-driven HR decision-making and help organizations align HR strategies with broader business goals.

Although AI technology has many positives to talk about and benefits HRM in a huge way, the implementation of such technology can arise many questions and challenges relatively to ethics and responsibilities. Companies that adopt these technologies should be obliged to ensure that these technological systems are used properly with a sense of responsibility because sensitive data are used and exposed, and because process of wrong or incomplete data can drive into mistaken results and therefore to mistaken decision-

makings for the company. As Malik & Budhwar say, companies should carefully monitor AI systems and the data they process to ensure transparency in decision-making processes (Malik & Budhwar, 2022). As a result of the widespread use of AI and technology in general, the assurance of privacy and data security is vital, and for that the adoption of a general regulation is critical. HR departments manage a lot of sensitive information including salary information, performance reports and other personal data, and in order to maintain the personnel's trust and avoid any legal issues, have to ensure that their systems comply with this kind of regulation and protect their data from any unauthorized access. In the European Union EU, this regulation is called the General Data Protection Regulation (GDPR) and sets very strict rules about the collection, storage and process of any personal data. In case of AI, GDPR is not covering enough for the data protection, so a new regulation the European Union Artificial Intelligence Law is about to come to ensure the usage of AI systems and that they operate transparently and in an ethical way. That means the HR departments that are using AI technology need to comply with all these regulations, follow the legal standards and not violate the employees' rights.

Another sector that is been impacted by the development of technology is the place that employees work. Remote work is based on technological development and the growth of technology, allowing employees to work from distance and different locations. Working from distance was not very widespread until COVID-19 pandemic that made many companies and organizations to adopt the remote work model so they could keep operating. The pandemic was the starting point to make the organizations and the employees to use the technology, the web and cloud tools to access the company systems without being physically present in office. The advantages that remote work offers are plenty such as flexibility, saving time and money, improved work life balance etc. However, despite the advantages there are also challenges for the HR departments as employees that are working in distance are difficult to monitor and evaluate their performance and sometimes even communicate. In that case, HR managers and directors need to find ways to keep tracking their employees engagement and productivity while respecting their privacy.

In case of Greece, HR departments have increased the implementation of new technologies the last years especially in private sector where companies adopted digital

platforms for recruitment, information systems and programs for online training. According to Korovesis, these technologies can help the departments of HR to improve their efficiency and increase their effectiveness in management. Digital transformation can improve the organizations performance and the employee management (Korovesis, 2020). However, studies have shown that the culture and the size of a company is connected with the adoption of technology in HR departments. The bigger the size of the company and bigger the encouragement for innovation and continuous learning, increases the possibility for technological change, while smaller companies due to financial or technical constraints are showing less interest in adopting technology in HR departments. According to Tsatalpasidou, in order to fully benefit from the technological innovations, digital transformation is required as well as the investment in employee development (Tsatalpasidou, 2020). In order HR systems are used correctly and effectively, HR professionals and employees, need to develop skills through appropriate support and training, related to digital technologies, data analysis, and workload management. According to Adisa et al. (2024), the implementation of technology in HR is changing the required skills of HR professionals to a more digitalized role.

Development of technology has brought new opportunities to the improvement of HR practices, but it also brought challenges that companies must face. Technological tools like Digital HRM systems, e-HRM platforms, and AI tools, allows companies and organizations to create automated practices in HR, improve HR decisions, and improve employee development, and all these in an ethical and responsible way protecting privacy and personal data. It is also highly important to understand the impact of technological development in HR in the private sector in Greece, where companies keep adapting technology in their departments, and also examine how digital HR and AI are impacting companies and how they operate and manage their personnel in a very competitive environment.

The current dissertation is structured in 6 chapters. In Chapter 1 there is an introduction to technology and the importance of technology implementation in HR operations. In Chapter 2, a literature review is presented, about e-HRM systems, AI applications and the challenges of GDPR regulations. In Chapter 3, the methodological design of the quantitative research and the structure of the research are analyzed and in Chapter 4 the

empirical and statistical processing of the collected data are presented. At the end of the dissertation, there is Chapter 5 where a discussion is made about the results in accordance with the Research Questions, and finally Chapter 6 where the study is concluded with the synthesis of the final conclusions, as well as the formulation of proposals for future research.

2. Chapter 2 – Literature review

2.1 Overview of Technological Developments in Human Resource Management.

The development of technology has brought several changes in the way companies and organizations manage human resources and all issues surrounding it. Technology is increasingly integrated into the structures of companies, in the tasks performed by the human resource department such as CV evaluation and recruitment, internal communication, staff performance management and training. Until a few years ago, Human Resource departments were mostly concerned with simple, mainly administrative tasks such as record keeping, leave, payroll processing, attendance and timekeeping. With the introduction of new digital technologies, HR professionals are moving from traditional HR management practices to more strategic management practices, with the aim of greater company efficiency (Thite, 2018).

One of the key aspects of technological development is electronic human resource management (e-HRM). The term e-HRM refers to the use of technologies such as the internet, programs and digital platforms that are used to operate the Human Resources department. The use of these systems facilitates both ordinary employees and company executives. With the services that HR deals with now being available online at any time, each employee can apply for a leave, view information about their payroll, monitor reports on their performance, and even participate in a training program, all without the need for their physical presence in the HR department. Accordingly, managers also benefit from this system since they can interact more effectively with employees with less workload and utilize the appropriate personnel in the appropriate job in order to improve employee efficiency.

In the past, research has been carried out on the way in which the use of technology is accepted. One of the theoretical frameworks that explains this way is the Technology Acceptance Model (TAM) of Fred Davis (1989). This model explains a user's attitude towards the adoption of technology and predicts his further attitude towards this technology. The basis of this model is the "Theory of Reasoned Action" which explains

why a technology can be accepted or not. Thus, the TAM model, which is based on 2 concepts, a) perceived usefulness and b) perceived ease of use, argues that users accept a new technology only if they believe that they can use it easily and it is useful to them. Furthermore, another theory, the Unified Acceptance and Use of Technology Theory (UTAUT) adds that for a new technology to be accepted by users, the user must believe that it can improve their work performance, be easy to use, have technical support, and other professional colleagues must consider it important to use it (Venkatesh et al., 2003).

In addition to these models that have been used for many studies on technology in HR, studies report that the integration of digital technologies often places the redesign of business structures and processes (Westerman et al. 2014). In combination with the view of Kane et al. (2015) who argue that strategy and management play a greater role in the adoption of technology at work than the technology itself, in the sense that HR departments must have a key role in any technological changes with the main goal of supporting companies and organizations.

The digital transformation of HR in businesses operating in Greece seems to be taking place but at a very slow pace compared to similar businesses in other European countries, as some studies show. While large organizations show that they are implementing digital systems and tools in HR departments, smaller organizations seem to have difficulty in such a digital transition. The reasons, as presented by Kitsios & Kamariotou (2019) and Giotopoulos et al. (2017) seem to be related to financial constraints and the lack of digital skills and knowledge. Such constraints are expected to affect the ability to integrate technology into HR as well as the pace at which it can be carried out.

The digital transformation of businesses in Greece has made significant progress according to European policy reports and the Digital Economy and Society Index (DESI), but continues to face challenges related to technological infrastructure and digital skills of employees. In order to address these challenges, the importance of increasing investments in digital innovation and the development of digital skills is emphasized by the competent bodies.

Another important aspect of HR that is studied is the decisions made and its performance depending on the evolution and integration of technology into it. The amount of data being

collected and analyzed is increasing, which helps businesses understand the capabilities of their workforce in order to make the right decisions. Based on the analysis of employee data, businesses are able to identify elements related to productivity, performance and turnover (Marler and Boudreau, 2017). Another study argues that the HR analytics tool is not just a tool, but a skill that, in addition to data quality, also requires business knowledge for decision-making. This way, they can better combine their workforce management with the goals of the business. In practice, this means that HR can identify skill gaps, predict needs and evaluate for a possible training program to meet the needs of the workforce (Minbaeva, 2018). In summary, we can say that the integration of technology in HRM has greatly changed its role. From simple management and some administrative responsibilities, with digital technologies as key tools, HR professionals can have a more active role in decision-making and organizational development of an organization.

2.2 Challenges and opportunities presented by technology in Human Resources Management.

The development of technology and its implementation in HR departments, presents opportunities but also some challenges too. On one hand, it helps to create opportunities in order to increase the efficiency of a company, it reduces the amount of work for the managers and helps them to manage the employees more easily and effectively. On the other hand, when technological systems are adopting in a sector, it creates challenges and concerns about technical, organizational, and ethical issues. On the positives, a very important opportunity created by the implementation of technology is the automation of the daily tasks of HR departments. This makes a great efficiency in tasks such as payroll, managing the department's files, and plenty of other tasks of the HR administration. The time that can be saved by the automation of these tasks can be used in organizing better strategic decisions of the company, such as finding and developing new talents and making plans for the workforce (Adisa et al., 2024). Another positive of technology in HR is related to the analysis of the collected data and the process of those results. The collection of large amount of data, its process and analysis by HR technological tools can

allow companies and organizations to understand the current situation and make better strategic decisions. For example, it can identify based on evidence which employees meet specific criteria or patterns are most likely about to leave the company. Knowing that, it can be organized a strategy to retain those employees in their workforce (Falletta, 2014). This helps the organizations to make decisions based on evidence and not assumptions as it could be on the past. The use of technology also helps in having faster and better communication and collaboration in both inside and outside the company. It is a great advantage for HR departments to have the ability to access services, process and share information with other colleagues and employees, no matter of their location at that time, if they are present or working from home. Data drawn from Eurofound shows that digital technology has played a very important role in the development and support of flexible and remote work across Europe (Eurofound, 2022).

Despite the benefits, as mentioned above, there are also several difficulties and challenges in HR departments. The most important of these challenges is the demands of the implemented technological developments and the need for the HR professionals to learn new skills in order to come across with technology. These skills should be related to data collection and analysis, operation of digital platforms and use of artificial intelligence (Deepa et al., 2024). While digital transformation is nowadays essential, still there are employees who resist to the technological change, and do not wish to learn any of these new systems because they believe that they are either difficult to use or without meaning. As mentioned in a previous paragraph, the TAM and UTAUT technology acceptance theories, shows that in order to introduction a new technology to an employee and to be accepted, it must be found both useful and easy to use.

Another challenge that is very important and need to consider is the issue of personal data and their protection. When a large amount of sensitive data of employees are stored in companies' databases in HR departments, such as personal information and performance reports, precautions must be taken in order to avoid legal issues for the companies and trust issues for the employees, that can be caused if these data can be leaked and exposed to unauthorized users. Organizations and HR department managers must ensure that the HR professionals who process these data and the HR systems are complied with data protection rules such as the General Data Protection Regulation (GDPR).

2.3 Positive and negative impacts of technology in Human Resources Management.

As mentioned in the previous paragraph, the increment of the use of technological systems in HR departments has both positive and negative impacts on employees and businesses. In the positives we must include the improved efficiency in HR practices, the automation of the processing process and the reduced user intervention in data process, which contribute to reducing the likelihood of human error, and it also increase the speed of information processing. In addition, it improves the accessibility to the platform and the company's data, allowing the employees to access services that are provided by the company regardless of their location, and manage information that concerns them. At the positives we must also include the improved workforce management and the search of new talented employees. Through the digital platforms, there can be access to a much larger pool of candidate employees and the use of technology can help to evaluate them more effectively according to the company's need and profile. According to Diamanti (2019), saying that the evaluation systems of HR have improved their performance with the implementation and the use of technology, and have also helped companies to search and identify skilled employees more effectively. She also says that job satisfaction and talent management are linked directly, influencing the goals and career of employees, and furthermore emphasizes the relationship between performance evaluation and job satisfaction.

Despite all the positives in the development of technology in HR these are also plenty of negative effects. One of these negatives is the possibility that a number of jobs can be lost because they can be covered by technological automated systems. Many of these jobs that can be lost are positions in administration as they are more vulnerable to the automation (Frey and Osborne, 2017). Another disadvantage has to do with the employee monitoring. The technological systems allow companies to monitor the data that are related to employees' work such as working time, productivity and results. The monitoring can provide motivation for better work performance, the excessive monitoring can create psychological pressure on the employees and reduce satisfaction levels and trust towards the company. Another disadvantage that comes up and worth mentioning is loss of the human contact. Excessive use and dependence on technological tools, replace the

interpersonal contacts and can lead to reduced trust and a greater risk of the departure of an employee. Especially systems such as AI, which are completely rigid for non-standard cases, cannot manage cases that need special treatment due to special conditions such as flexible working hours or special training. For such cases, empathy and human handling are needed. Technology can offer many conveniences in everyday life, but it can also create confusion in maintaining a balance between work and personal life.

2.4 Overview of Artificial Intelligence.

One of the most crucial developments and recent technological achievements of our time is artificial intelligence (AI). The artificial intelligence idea started in 1950 but it showed an increased development and turned into a hot topic of technology after 2010. Artificial Intelligence is a section of computer and data science that has to do with the design and implementation of computer systems that imitate human intelligence and behavior. It aims to reproduce and mimic the functions of a human being such as learning, planning and giving solutions. It also learns from the data that it is fed in order to complete the wanted tasks, improving how they respond over time. AI systems can operate many tasks very fast with most accuracy and credibility, making more free time for humans to handle with other tasks. Artificial Intelligence can be applied in many areas one of which is Human Resource Management. The Artificial Intelligence is based on machine learning and machine learning. Machine learning is about machines that are able to learn from inserted data, improve from tasks and predict the result from them. Deep learning is piece of machine learning that is using multi neutral networks imitating the human brain, to analyze complex data patterns using large amounts of data. In simple words the AI is the overall system, the machine learning is the learning method and the deep learning is the technique.

In an organization, many work tasks that are managed by the department of Human Resources, such as recruitment, data and workforce performance analysis, and training programs, can be assisted by the use of AI. The research of Kaushal et al. (2023), says that the introduction of AI in human resources departments has helped in the analysis of

employee data and decision-making, however the downsides are not missing. Despite the fact that technological systems are recognized for saving time in work tasks and they have a great accuracy in their results, employees do not feel comfortable with the judgment of a machine and cannot trust them as they trust another person (Radonjić et al., 2024). This happens because the data that are analyzed that are not just numbers, they are people, and people prefer to be judged by other people.

The use of AI need to be done with caution as it rises concerns about ethical risks, as studies have mentioned. Because of the fact that AI is learning from data and experiences, it is very easy to produce unwanted outcomes. Studies show that this can even happen in an unintentional way due to incomplete or biased data such as discrimination against minorities due to historical inequalities in the data (Barocas & Selbst, 2016; O'Neil, 2016). For that there has been made an effort to have greater transparency in order to limit ethical issues like that (Bird et al., 2020). As a result, AI has the potential to improve HR operations, but its implementation requires a careful approach to the ethical, organizational and operational issues that arise.

2.5 Artificial Intelligence in recruitment, training and development of employees.

The department of Human Resources of an organization is assigned to manage many work tasks such as recruiting new employees, manage the existing personnel, collecting data and analyzing their performance, and organizing training programs. The adoption of Artificial Intelligence can assist with the process of those tasks, so companies are leaded to integrate AI in their systems. The use of AI in procedures of collecting and processing data creates new ways of analyzing and making decisions. The Artificial Intelligence systems is being used by organizations to process bios, analyze candidate's profile and find those who have the potential and the right skills suited for the company's targets and culture (Kaushal et al., 2023). The recruitment and selection of the right employee is a task of huge workload, and the use of AI can save time for the HR professionals. According to

research, with such an automation process, HR managers can reach a final number of candidates, and then focus on evaluating and selecting the most suitable ones (Malik and Budhwar, 2022).

However, in literature we can find different opinions on whether or not AI improves the outcome results during the recruitment process. According to Kaushal's research in 2023, AI can analyze patterns in a candidate's profile and extract results with great accuracy. Those patterns may be overlooked when processed by a human. There are also other researchers who believe that according to the way that AI works, the final results may be incorrect. AI processes data that it is given and then analyzes them identifying patterns and trends. It creates experiences that are used to make predictions with accuracy and adaptability. If the hiring decisions are a result of an analysis based on data from previous hiring decisions, then it is possible, that due to the learning system of AI from historical data, candidates who have similarities with employees who have already been hired in the past may be favored. A study made by Barocas and Selbst in 2016, points out that decision-making through an AI code can reproduce inequalities if the data set is biased.

Moreover, as it comes for the process of hiring, the use of AI is also applied in HR systems in order to organize training programs through digital platforms. With AI systems having access to all data of an employee that are needed to use for analysis and making a report of the employee's performance, the suggested training programs are adopted for covering the needs of each employee individually. These training programs are scheduled according to what skills they need to learn or enhance in order to create opportunities for career development (Deepa et al., 2024). This study agrees with the Resource-Based View (RBV) theory, which says that a company's success is a result of inner capabilities and resources, giving extra credit to the human capital and how valuable the human capital is. According to this point, companies that invest in their personnel and the improvement of their skills and capabilities, not only they increase their performance but also their loyalty to the company. So, companies can use the help of the AI systems to identify which employees need to attend to these programs and which skills to improve.

In the field of performance management, the use of AI systems also shows increment. The HR departments use AI in order to support the report of performance evaluations, by

collecting the information they have about employees' performance and productivity and providing feedback. The collection of information and the given feedback must be done in a transparent way, so the employees can trust the management systems and improve their engagement. Another point to mention is that AI should not be used to replace humans completely in HR departments for decision-making. AI is a tool and should be treated as a tool used by HR professionals to support decision-making, not replace human judgment. The combination of AI capabilities with human assessment is most preferable because it combines the strengths related to objectivity and speed and covering the weaknesses that are related to bias and emotion.

Another downside in adopting AI is related to the trust that employees show to technology and automated systems. The majority of employees seem not to trust the processes that are entirely made by machines, especially when it comes to career matters, such as hiring or promotion. Even though AI algorithms have been proven to have high levels of accuracy in their results, employees seem to prefer the decisions that have to do with career to be made by humans. This shows the need of careful handling by organizations and managers when using AI systems and the freedom that it is to make critical decisions.

In general, AI technology has the potential to improve its effectiveness in the field of recruitment and in employee performance management and development. However, businesses must balance technology and the convenience it provides, with human oversight and the ethical parameters that must be taken into account.

2.6 Impacts and challenges: ethical issues and GDPR.

The increased use of technology and especially AI in HR, has raised several questions about how transparent is the process and analysis of employees data that are collected. HR departments process and store large amounts of employee data including personal data, recruitment data, payroll data, performance reports, and career development assessments. The access and edit of personal data can drive to ethical and legal issues.

Organizations with HR departments that use digital systems to collect and process such personal data must ensure that the information they managed are used with responsibility and confidentiality, and in accordance with data protection regulations. Such a regulation for protecting those data and establishes the rights of an EU citizen in the digital age is the General Data Protection Regulation (GDPR). The GDPR is a regulation that came into force in 2018 and concerns all countries of the European Union, establishes strict rules regarding the collection, the processing, and the storage of personal data within the European Union. In case of HR departments, implementing GDPR in HR departments is a complex thing to do. The personnel that have access to data that are protected by the GDPR must process those data and information transparently and according to law rules, for specific purposes and for a limited time (Pouliezou, 2022). HR departments have an obligation to protect the confidentiality of employee information, but have also the right to collect the data they need in order to increase employees' performance (Poutakidou, 2024). For example, in order to analyze an employee's performance, a lot of data needs to be collected and processed by HR. However, excessive data collection contradicts one of the basic principles of GDPR, the principle of data minimization.

Studies that are conducted about the ethical concerns that have arisen from the implementation of AI applications in Human Resources Management shows that the AI systems that are adopted in HR should be designed in such a way that they can ensure the transparency, the accuracy, the confidentiality and the fairness that is needed according to GDPR regulation. A study by Bird (2020), prepared for the European Parliament on the ethics of AI, state that AI systems should be transparent but also set up in such a way that it is understandable how these systems make decisions.

Another study made by O'Neil (2016) refers to another ethical concern, the bias of the systems. In a previous paragraph it was mentioned that AI systems rely on data and experiences to generate results and predictions. The study refers that if these data are incomplete, or includes social differentiations and inequalities, then these systems may reproduce similar results that include the same patterns.

These ethical concerns have prompted the European Commission and those responsible for developing new frameworks for the management of AI technologies to take further steps, with the most recent being the proposal for an Artificial Intelligence Law, which

aims to regulate applications using AI regardless of the sector or industry in which they are used. This law would be the first comprehensive legislation at a global level, adopted by the European Union, with the main objective of ensuring that AI systems used in the EU are safe, non-discriminatory, ethical and transparent, and operate under human supervision. All AI applications used in HR departments for their internal functions such as recruitment and assessment fall into the category that will have to meet the requirements of this new law.

While all these restrictions are intended to protect employees' personal data and by extension employees themselves from AI applications, questions arise about how an organization can continue to progress and innovate under strict legal frameworks and restrictive regulations about the technological tools the organization has at its disposal. Studies show that in order to maintain the public trust, there must be clear regulations and limits to ensure the responsible use of AI systems.

2.7 Bibliography on remote work productivity, digital nomads, and employee engagement.

The development of technology has affected in several ways the employees work. The implementation of digital tools in HR departments such as cloud computing and digital platforms has made remote work more feasible for many organizations. Although the concept of remote work existed since 1970 it was not widely adopted, and the COVID-19 pandemic accelerated its adoption for many organizations in many sectors. Working remotely relies on technology in order to maintain communication, allowing the employees to be able to work outside a traditional office. Remote work also presents many advantages such as improved productivity, flexibility and a better balance between personal and professional life. It also can reduce the stress levels that are created by transporting to and from the workplace. This kind of flexibility, to give the opportunity to an employee to be able to manage work time and personal life can improve the levels of job satisfaction.

A study that examines the remote work practices in Greece, found that teleworking became a more common form of work since the pandemic, and many organizations continued to use under specific situations the remote work model even after the pandemic restrains (Didachou, 2021). It also highlighted the challenges in the quality of communication and supervision effectiveness of employees. First of all, working from distance, the absence of contact and body language and also the tone of voice have reduced effectiveness, and can lead to misinterpretations and misunderstandings. The multiple uses of technological tools can cause confusion and fatigue due to the excessive information that the employees are asked to manage, and the problems that are presented include delays in giving feedback in order to resolve errors, as well as technical connection and communication flow problems. The challenges that are also presented lay in the supervision of the employees and reflects the difficulty that management faces in order to maintain the balance between the employees productivity and their trust due to supervision. When employees are remotely monitored feel the lack of boundaries and as a result this can decrease their trust and morale against their company. Morale can be also be decreased if there is not clear separation of working hours from personal time and rest hours, that can lead to reduced efficiency due to burnout.

Another important issue that arises in case of teleworking is commitment in the sense of the psychological and emotional union that employees feel with their job and the organization they belong to. According to a study, employees who feel more committed to their company can have increased productivity compared to others (Kosma, 2020). The absence of human physical contact due to teleworking not only can lead to misinterpretations and misunderstandings as mentioned previously, but also can make it difficult to socialize and develop strong relationships with colleagues and superiors. Thus, the absence of meaningful communication leads to feelings of isolation and reduced participation, resulting in reduced trust and loyalty to the company.

Another phenomenon that has begun to appear lately and is related to teleworking is digital nomads. Digital nomads are employees who work remotely but they live in different locations or even different countries from their company's location. Digital nomadism is more feasible due to technological evolution and connectivity, and people who want to have a better quality in their lives choose to adopt this way of remote work

due to flexibility, travelling and economic factors. Those who choose to be digital nomads are usually seeking for economical countries to live in order to increase their economic power and have a better quality in their daily life or they just like to travel around the world and see new places and cultures. Digital nomads seek balance between their personal and professional lives, quality in their daily lives without stress and improvement of their financial situation.

While digital nomadism offers flexibility for employees, it also creates difficulties for HR departments. Companies and HR professionals are faced with several issues related to taxation, employment contracts, local labor regulations and laws. Departments of HR must adapt to new conditions and develop new management strategies for dispersed workers in order to maintain frequent communication, and support the employees' well-being and ensure that they remain connected to the philosophy and culture of the company.

Remote work seems to have become and remains an important part of modern work. Developments in remote work create opportunities for world-class collaborations but also create demands as organizations and HR departments must adapt their management practices to support productivity and promote more active employee participation. Studies show that investment in communication tools and supportive practices by companies maintain increased employee engagement in remote work situations.

2.8 HR's role in supporting employees for work-life balance and health.

The increased use of remote work and the adjustments that are made for employees benefit make the role of HR departments very important in order to support their personnel and their well-being. It is essential for an employee to be able to maintain the balance between personal time and professional life. A good work-life balance can increase job satisfaction, productivity, and also the employee's loyalty to the company. From the HR perspective, employee well-being is not just a responsibility but also a factor that can affect the performance of the company. It is an issue that concerns modern businesses and HR professionals, and it is very important to maintain this balance by taking the necessary

measures and design practices that help employees, especially since there are digital tools that allow employees to be connected at any time of the day. When it is referred to the balance between personal life and work time, it is referred to a state where an employee after the end of his work time can dedicate to his personal and family responsibilities or any other personal activities, without being distracted from his work obligations. Anything that has to do with work should be managed within the working time.

The technology creates a lot of opportunities as well as challenges. Speaking of opportunities, the adoption of technology creates more flexibility in work about how and where it is done, as many of the employees can also work away from their company's facilities and in hours that can be adjusted due to their personal needs and responsibilities. However, challenges also exist when it comes with the maintaining of boundaries and the balance between work time and personal life. Employees who use technology at work or are working remotely may have difficulties in keep disconnected from their work. It can be due to the constant use of communication media, instant messages, constant access to e-mail, and pressure to be constantly available, which can lead to increased stress and mental and physical exhaustion. So, the HR departments can play an important role in designing a strategy that promotes better work conditions. They can adopt more flexible working conditions and establish breaks within working hours. In addition, there could be a restriction on communication after the end of the mandatory working hours. Some organizations have adopted a policy that allows employees to disconnect from any kind of communication with work after their working time, which can strengthen the loyalty to the organization.

Studies, have mentioned that it is very important for the HR departments to be able to support the employees needs and well-being and at the same time the organization's demands, as mentioned in the competency framework proposed by Ulrich et al. (2012). This framework, and more recent reports from organizations such as the Chartered Institute of Personnel and Development (CIPD, 2021), mention that in the future the professionals of HR departments will need skills in digital management but also it will be essential to be able to deal with the employees well-being and the organizational culture. The work-life balance is closely linked to employee engagement and well-being, and engagement refers to the level of commitment that employees feel towards their work and

the organization they work for. As a result, those who feel committed to their organization are more motivated, productive, and willing to contribute. A study made by Kosma, mentions that the employment engagement can be increased by performance management systems that provide feedback, recognition, and opportunities for development (Kosma, 2020). A model that can help explain how the HR practices can affect the employee performance is the model of Ability–Motivation–Opportunity (AMO). AMO describes that employees are performing best when they have motivation, the necessary skills to perform a task, and the opportunity to contribute to the organization. All these parameters must be valid at the same time so that the AMO model can be valid.

The challenges that face an HR department in a digital environment are plenty with some of them being related to the employee's mental health. Remote work can limit interaction between coworkers and lead employees to feel isolated. Thus, the HR departments in order to address with this issue organizing actions to improve communication between employees, such as meetings and group activities. HR departments play a critical role in ensuring that technology support employee well-being, and organizations that successfully balance technological developments with people-centered HR practices are more likely to create sustainable and productive work environments.

2.9 Summary of GDPR principles and the implications of AI Law for HR.

HR departments continuously insert new digital technologies and AI systems in their practices, and organizations are greatly concerned about the protection of their stored data. Lots of personal data of employees including family status, performance reviews, health information and other personal data that are processed and managed by HR need to be protected and comply with legal frameworks that are designed to protect privacy. The European Union has inserted a regulation in order to protect the European citizens and their privacy, the General Data Protection Regulation (GDPR). The GDPR is in effect since 2018, and its strict rules and directions makes clear on how collection, process and storage of personal data can be done. So, organizations and their departments that operates in EU or process data of European citizens have to apply to the GDPR regulation.

The fundamental principles that GDPR is based on are the principle of lawfulness, fairness and transparency, and only based on these principles data can be processed legally. Organizations must process personal data lawfully and also inform on how these data will be used. Other important principles are the purpose of limitation, which means that personal data should only be collected for specified and legitimate purposes, and the data minimization. Data minimization means that organizations should only collect the data that are necessary for a specific purpose. The data minimization principle is very important for HR departments because it can conflict with the need of HR to collect many data in order to get valuable information for employees' performance and trends. While HR can provide valuable information excessive data collection can violate GDPR requirements. There are researches that focus on how the GDPR can be implemented in HR practices, and point out the challenges on balancing the data analysis with privacy. HR departments need to develop policies that ensure that the collected data are processed with responsibility (Pouliezou, 2022), and professionals of HR departments must understand legal and technological aspects of data protection (Poutakidou, 2024).

Moreover, the implementation of AI in HR practices creates the necessity of inserting a new regulation to address with the use of AI, because the GDPR only is not enough. The European Commission has proposed the Artificial Intelligence Act, which purpose is to regulate the AI technologies used in various sectors. The Artificial Intelligence Act categorize AI systems due to their risk, systems that are used in recruitment, employee assessment and workplace monitoring and are considered high-risk applications under the proposed regulation. The organizations that use this kind of systems have to apply strict standards that are related to transparency, accountability and data protection (European Commission, 2021). Organizations need to make sure that the use of AI technological systems are transparent and that employees understand how the decisions are made, and also that there will be no discrimination against any group of employees by automated systems.

To sum up, the adoption of GDPR and the Artificial Intelligence Act make a framework for an organization to comply with the legal implementation and use of technology, and benefit from the technological innovation.

2.10 Ethical concerns in using AI for hiring, decision making, and performance appraisal.

The use of AI technology in HR systems and practices raises several ethical issues and concerns. The increased use of AI in practices such as hiring, promotion, work planning and performance evaluation, can definitely improve efficiency and decision making but also raises questions about how ethical or legal this is.

Algorithmic decision-making is one of the most important ethical issue as it can produce biased results even when discrimination is not intentional. Patterns of unfairness can be reproduced because of using existing data that reflects inequalities. It is possible that if past decisions in hiring favors for a certain category of employees then the AI system may continue to favor similar candidates. This is not something that is done on purpose, it is done because the AI system is based on an algorithm that can produce inequalities due to the biased data that it is processed. It is needed to make the decision making operation of an AI system more transparent and easier to be understand, so anyone how wants to know why a decision was made can easily understand. Also questions raises about how accurate the AI system is and how much improves the hiring process. Although it can analyze lots of data and can identify patterns that a human may miss, technological systems cannot take in consideration characteristics of personality, interpersonal skills, creativity or leadership skill.

These ethical concerns for the governance of AI have prompted the European Commission and those responsible for developing new frameworks for the management of AI technologies to take further steps emphasizing in transparency, accountability, and fairness. In order to have more ethical use of the AI systems in HR departments it is needed to have human overview (Andrieux et al., 2024).

Another factor that impacts the implementation of AI technology in HR is related to the automated decision making. Humans can be very skeptical about automated practices when it comes to decisions of hiring or promotion, and prefer to be judged by other humans even if the AI system can be more accurate to its results. HR professionals support that AI is a very helpful tool but they do not want to have a system that automates every

decision. It is preferable to have a combination of an AI system that processes the huge amount of data and a human who makes the final decisions (Radonjić et al. 2024).

So, while AI technologies can improve the HR processes, their use should be managed with care in order to avoid ethical issues and concerns, and the organizations must make sure that the AI systems are transparent, operate according to legal regulations, and are overviewed by humans.

2.11 Gaps and limitations in the existing research literature.

The literature on technologies in HR and the implementation of AI in HR departments has been increased in last few years, but there are still gaps that need to be filled. While there are plenty of theoretical sources, the empirical studies in real organizations are limited about how the technology impacts in HR departments and practices. Long term outcomes need to be studied about how organizational culture, employee trust, and workforce development are impacted by technology implementation. Also, small and medium sized companies need to be studied about how they can adopt the technology systems in their HR departments due to their limited financial capabilities. Finally, the regulations of GDPR and AI Law were made to protect the data privacy and maintain a balance with ethic concerns that use of technology raises. More research is needed to be done in order to understand how these regulations affect the technology adoption in organizations.

3. RESEARCH METHODOLOGY

3.1 Research Approach

The present study is made based on a quantitative research designed to examine the perceptions that employees have on the implementation of technologies and especially the Artificial Intelligence in Human Resource Management (HRM) for companies in private sector in Greece. Data were collected by using a questionnaire that was distributed to people that volunteered to participate to this survey, completely anonymous and only for academic purpose.

3.2 Research Design

A scientific research is a systematic process that is well structured in which established scientific methodologies are applied, with the purpose of presenting research problems and making new knowledge. A research method is either a qualitative or a quantitative research, while in some researches a combination of both may also be adopted (Crouch and Housden, 2003). A qualitative research is a type of research that has purpose to gather and analyse non-numerical (descriptive) data in order to gain an understanding of individuals' social reality, including understanding their attitudes, beliefs, and motivation. A quantitative research applies a systematic collection from a sample population and analysis of numerical data in order to understand and predict attitudes, behaviors, and perceptions within the wider population (Daniel and Sam, 2011).

In the present study a quantitative research was adopted as the most suitable methodological approach, because of objectivity, standardization and the ability to collect data from a large sample efficiently and systematically (Visser et al., 2000).

3.3 Research Questions

With the following research questions we will try to approach the familiarity of the employees with technologies and their effectiveness in HR departments, their attitude according to transparency and privacy of collected data, as well as ethical challenges that arises due to their implementation.

- 1: What is the current level of familiarity that employees have with technologies and Artificial Intelligence (AI) applications in HRM in the Greek private sector, and how does this level differs across industries and roles in an organization?
- 2: How do employees perceive the implementation and the effectiveness of technological tools and AI in HRM operations and what is the relation between the digital transformation and their level of engagement, job satisfaction, and productivity in the Greek private sector?
- 3: What are the challenges that remote work introduced, and how this differs across genders, ages and family status?
- 4: How does the implementation of technology helped employees to maintain or improve their work-life balance and job satisfaction?
- 5: What are the main concerns that employees have regarding to data privacy and GDPR compliance in HR processes that uses AI?
- 6: What are the ethical challenges of using AI in HR (such as bias and transparency)
- 7: What do employees expect in the future role of AI against human decision-making, and how this varies across genders, and ages?

3.4 Research Tool

The primary research tool that was used for the present study was a structured questionnaire, was developed and distributed electronically via the platform of Google Forms. The questionnaire was created based on existing literature and studies in the field of Human Resource Management. Also, the research questions are matched with the questions of the thesis, resulting in the questionnaire meeting the needs of our research. An initial pre-processing was carried out on 5 employees who, with their observations, helped in shaping the final version, so that the questionnaire is clear and understandable. The target group was employees and professionals who work in the Greek private sector. The questionnaire was designed to investigate the impact of technological implementations and Artificial Intelligence (AI) in Human Resource Management (HRM), giving emphasis on employees' perception in the implementation of AI-driven HR practices, their effectiveness, and the ethic that comes with their adoption.

The questionnaire contained thirty-six (36) close-ended questions organized in ten sections. As already said a quantitative research approach was adopted, including multiple-choice questions, dichotomous items, and five-point Likert scale measurements to imprinting participants' attitudes and perceptions according the examined topic. The content of the questionnaire as well as the structure were made in way that was aligned with the study's research objectives and questions, making sure of the relevance and the validity of the structure.

The first section that contains Questions 1 to 5, is focused on the demographic characteristics of the participants. They were asked to provide information about their gender, age, family status, employment status, and educational level. All the answers were formulated to close-ended and multiple choice questions and had purpose to present the demographic and professional profile of the sample population, making easier to analyze and compare the demographic variables.

The second section that are Questions 6 to 8, examine the organizational and occupational characteristics, including the industry sector of the organization, the size of the organization, and the position that the participants hold. These multiple-choice questions

categorized the participants according to their profession and organizational role, supporting in this way the possibility of variations across companies and job positions.

The third section with Questions 9 and 10, addresses the adoption and use of technological systems in HRM functions. Question 9 is a five-point Likert scale to evaluate participants' perception about how much have the technological tools enhanced the efficiency of HRM processes within their organizations. Question 10 is a multiple-response item examining the technologies that HR is currently using, such as AI systems for recruitment, tools used for remote work, HR analytics, and employee performance management software.

The fourth section that contains the Questions 11 to 15 focuses on the implementation and the perceived effectiveness of applications that uses the AI in HRM. These questions use Likert-scale measuring the familiarity of the participants with AI technologies and their perceptions about AI effectiveness in improving HR processes. The multiple-choice questions show HR functions in which AI has been used, including recruitment, employee development and performance evaluation. Also the participants' perception was examined about the benefits and challenges that come with AI implementation in HRM, including efficiency increment, support of decision-making, the implementation costs, and also ethical and transparency concerns.

The fifth section contains Questions 16 to 19 that investigates the engagement of the employees, job satisfaction, and the productivity related to the usage of technological tools in work. These questions used the five-point Likert scale to describe and evaluate the contribution technology to the employee motivation, the connection with the organization, the satisfaction with HR support systems, and the reduction of repetitive tasks.

The sixth section with Questions 20 and 21, examines the results of remote work implementation in HRM. Question 20 was a multiple-response question that investigates the challenges associated with remote work, including the difficulties in communication, the employee monitoring, maintaining the culture of the organization and the challenges of work-life balance. Question 21 explores the participants' perceptions about the contribution of technological tools to remote work effectiveness and employee job satisfaction.

The seventh section contains the Questions 22 to 24 that are related to work-life balance issues and employee wellness. Also includes multiple-choice questions about technological mechanisms used by organizations to support employee wellbeing, such as wellness applications, digital support systems, and AI monitoring tools. Moreover, a Likert-scale question measures the participants' comfort level about the use of technology to support and monitor mental health in the organization.

The eighth section with Questions 25 to 29 focuses on the concerns of data privacy and compliance with the General Data Protection Regulation (GDPR) for HR processes driven from AI. This section includes Likert-scale questions assessing the participants concern about security and data privacy in AI-based HR systems. Also multiple-response questions examined concerns related to GDPR, including informed consent, algorithmic transparency, employee data security, and automated decision-making processes without human oversight.

The ninth section includes Questions 30 to 34, explores ethical considerations and challenges about the use of Artificial Intelligence in HRM. Multiple-choice questions investigate the participants' views on the replacement of human decision-making in HR functions by AI, perceptions of algorithmic bias and discrimination, and strategies for mitigating bias in AI systems. Also a Likert-scale question examine whether the implementation of AI technologies in HR processes affects employees' work-life balance.

Finally, in the tenth section that contains Questions 35 and 36, examine the employees' perceptions about the future role of AI in HRM practices. Multiple-choice questions explore the participants' expectations about the future significance of AI in organizational HR functions, and the necessity of balancing technological innovation with ethical governance, transparency, and regulatory compliance frameworks.

3.5 Sample and Sampling Method

The sample consist 92 employees that work in the Greek private sector across various industries and organizational positions. In terms of gender distribution, 39.1% of the

participants were female, while 60.9% were male, indicating a higher representation of men in the study sample.

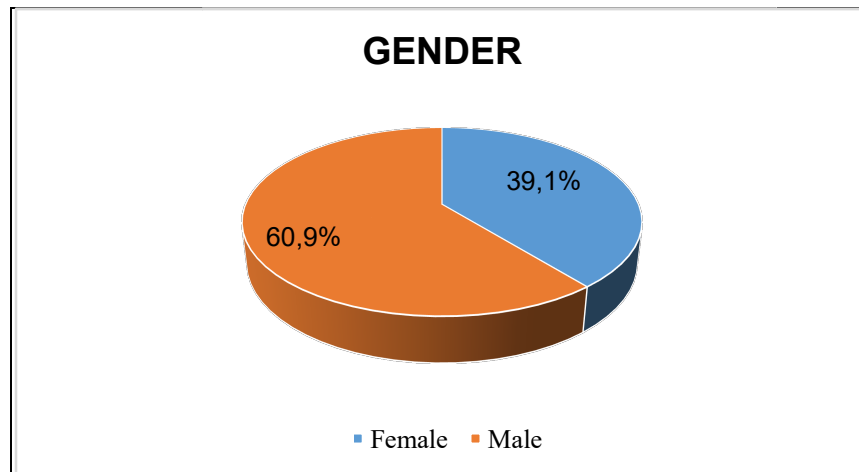


Figure 3. 1: Gender sample

The majority of the participants were between 35 and 45 years old (60.9%, $n = 56$). Participants aged 25–35 represented 22.8% ($n = 21$), while 10.9% ($n = 10$) were between 45 and 55 years old. Smaller proportions were older than 55 years (3.3%, $n = 3$) and between 18 and 25 years old (2.2%, $n = 2$).

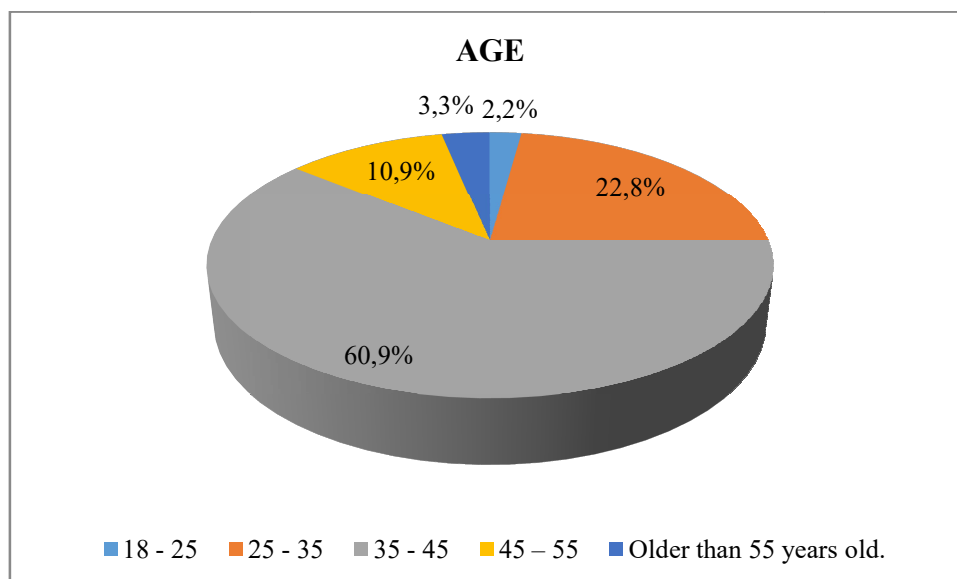


Figure 3. 2: Age sample

Regarding family status, 39.1% of participants ($n = 36$) were married with children, while 38.0% ($n = 35$) were single. Also, 18.5% ($n = 17$) were married without children. A small proportion were divorced or widowed with children (2.2%, $n = 2$), in a relationship (1.1%, $n = 1$), or single with one child (1.1%, $n = 1$).

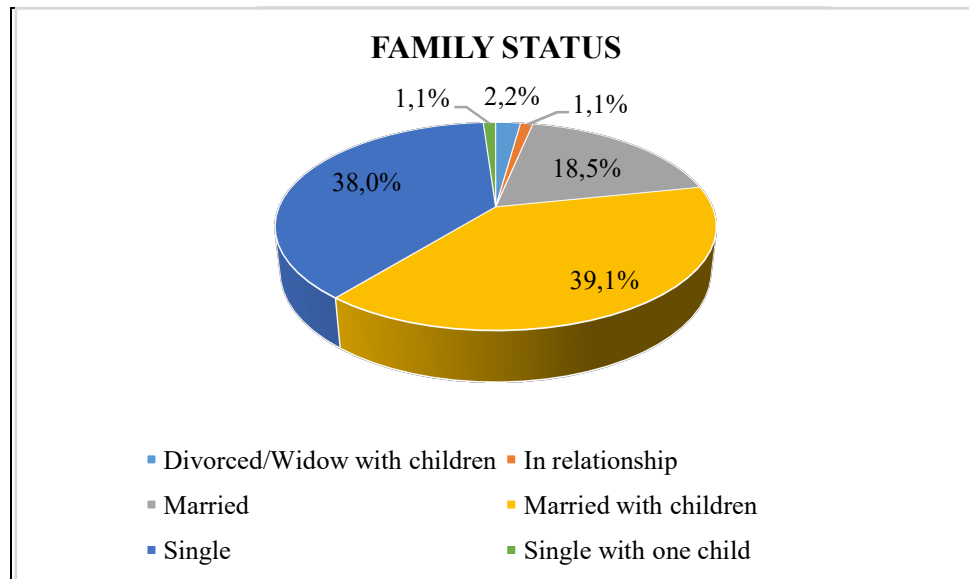


Figure 3. 3: Family status sample

Most respondents were full-time employees (94.6%, $n = 87$), while part-time employees accounted for 3.3% ($n = 3$), and 2.2% ($n = 2$) were self-employed.

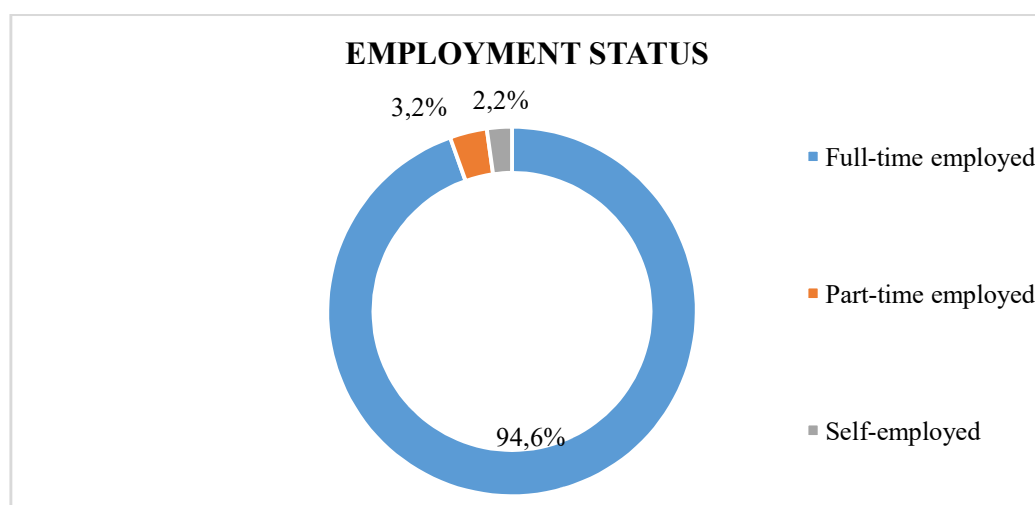


Figure 3. 4 Employment status sample

Most of the participants had completed postgraduate education (76%, $n = 70$), while higher education graduates represented 20.7% ($n = 19$), and 3.3% ($n = 3$) had completed secondary education.

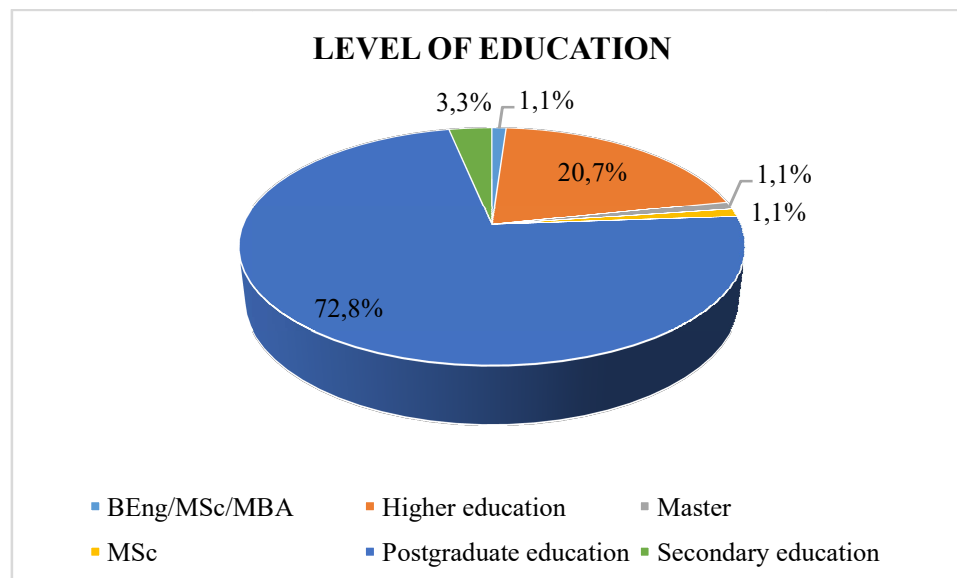


Figure 3. 5: Level of education sample

Participants were mostly employed in the technology sector (39.1%, $n = 36$). Other major sectors included finance (14.1%, $n = 13$), manufacturing (10.9%, $n = 10$), healthcare (8.7%, $n = 8$), and retail (7.6%, $n = 7$). The remaining respondents were distributed across a range of sectors, each representing 1.1% to 2.2% of the sample, including education, consulting, public sector, transport, hospitality, and others.

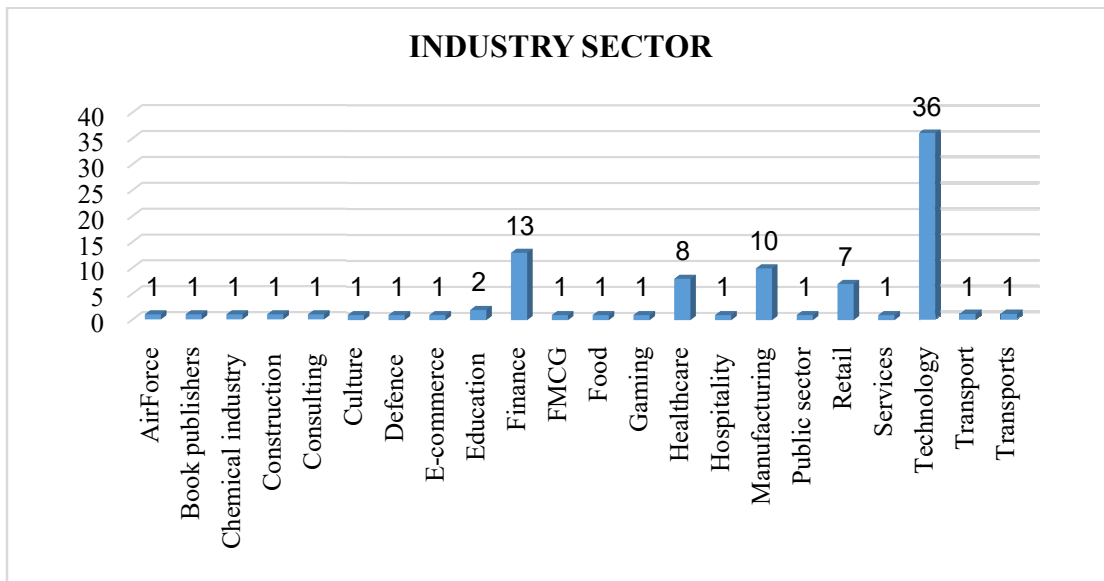


Figure 3. 6: Industry sector sample

The largest proportion of respondents worked in organizations with more than 2,000 employees (27.2%, $n = 25$). Companies with 50–200 employees accounted for 25.0% ($n = 23$), followed by organizations with 200–1,000 employees (17.4%, $n = 16$). Smaller proportions worked in companies with 10–50 employees (13.0%, $n = 12$), fewer than 10 employees (9.8%, $n = 9$), and 1,000–2,000 employees (7.6%, $n = 7$).

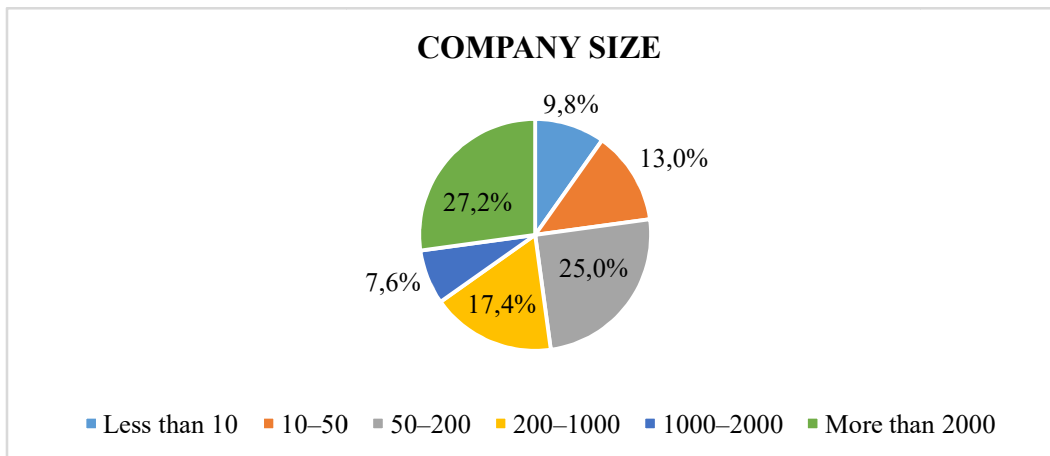


Figure 3.7: Company size sample

Most participants were employees without managerial responsibilities (65.2%, $n = 60$). Managers or supervisors represented 26.1% ($n = 24$), while board members accounted for 4.3% ($n = 4$). Directors represented 3.3% ($n = 3$), and one respondent (1.1%) was an instructor pilot.

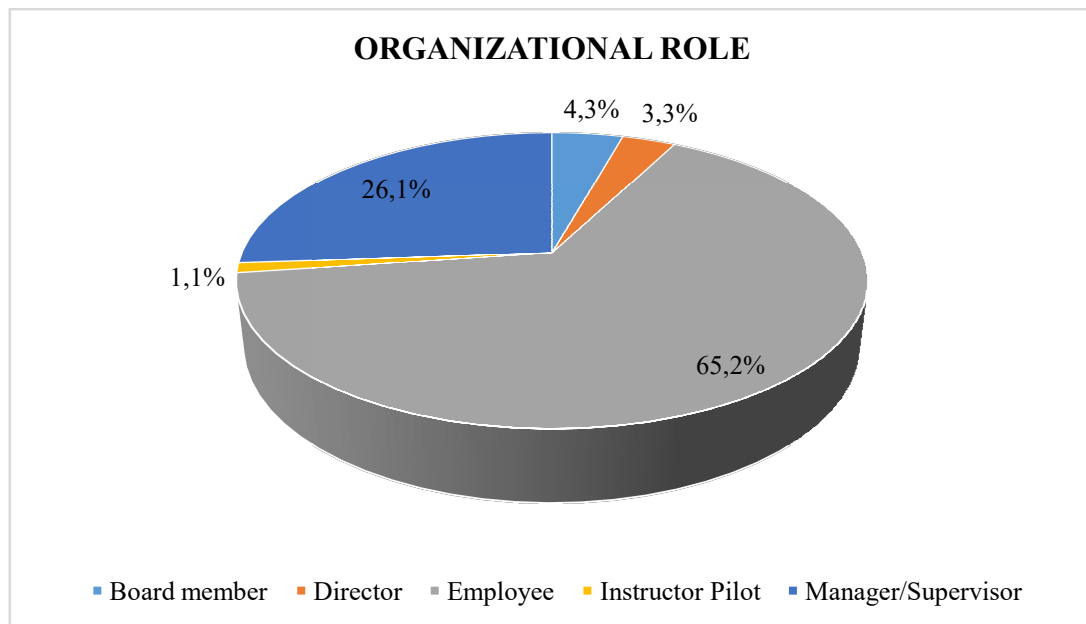


Figure 3. 8: Organizational role sample

In the context of the preparation of the postgraduate thesis, the 92 participants constitute a satisfactory sample for the purposes of our research. This sample is considered sufficient for such a specialized subject as the application of technology and especially Artificial Intelligence in Human Resources processes and provides the opportunity for statistical analysis, both descriptive and inductive, without violating the limitations of the research.

3.6 Data Collection Procedure

For the needs of our study 92 employees took part in this survey, and a questionnaire was distributed to the participants electronically via Google Forms between March and May 2026. Participation was voluntary and completely anonymous. Convenience sampling was used in combination with snowball sampling. The sample presented limitations so to be able to generalize the findings to the broader Greek private sector. To be more specific, there is a high percentage of employees from the technology sector, a large percentage of postgraduate degree holders, and a group age of 35-45. As a result, the conclusions should not be presented as a fully representative for all sectors and demographic profiles.

To make sure that the research method is valid, some key parameters had to be checked. The research questions were covered as the questionnaire was drafted from the digital HRM literature and this ensured the content validity. In addition, HR professionals checked the questions for correct wording and comprehension, and as a result this ensured the face validity of the research.

3.7 Ethical Considerations

All the participants of the questionnaire were informed in advance that all responses would remain anonymous and confidential, that their participation was voluntary and was carried out with their consent and that all data were used exclusively for academic purposes only. They also informed that they had the opportunity to interrupt the process at any time they wished without any consequences, and that the survey was completely anonymous as defined by the General Data Protection Regulation (GDPR).

3.8 Data Analysis Methods

After completing the research process, the data that were collected from the completed questionnaires were coded, categorized, and converted into a suitable database in order to proceed for statistical analysis. Before statistical analysis, the collected data were checked to identify gaps and inconsistencies. In cases where there were significant gaps, they were excluded or appropriately addressed to ensure data integrity. The analysis of the data was made using the statistical software package IBM SPSS Statistics. For the integrity of the statistical processing of the responses, there had to be a strict check procedure that all responses were given in the way they should. So in order to have complete questionnaires, without having unanswered questions, we used the mandatory response function for all questions. For any duplicate entries, the case-by-case deletion method was applied to ensure a reliable data set.

For the analysis and presentation of the findings, descriptive statistical methods were used. More specifically, frequencies (n) and percentages (%) were used for the presentation and interpretation of qualitative variables. Also, for the analysis of responses extracted from five-point Likert scale items, measures of central tendency and dispersion were applied, specifically the mean value (M) and standard deviation (SD), in order to evaluate participants' attitudes, perceptions, and levels of agreement regarding the examined variables.

In addition to descriptive statistical analyses, inferential statistical analysis was also performed to investigate relationships and differences between the research variables. Specifically, Independent Samplest-test, One-Way ANOVA were used to identify statistically significant differences between demographic groups (Halkias, 2003). In addition, Chi-square tests were used to test correlations between categorical variables (Halkias, 2003). Finally, correlation analysis was applied to investigate the relationships between variables such as perceived effectiveness of AI and levels of engagement, satisfaction and productivity and concerns regarding privacy, transparency, trust and GDPR compliance. Before conducting the inductive statistical analyses, the required check for the validity of the results was carried out. Specifically, the homogeneity of variances (Levene's test) and the minimum expected frequencies for the χ^2 test were checked.

The statistical analysis purpose was to identify patterns, trends, and relationships that was related to employees' perceptions of Artificial Intelligence (AI) implementation in Human Resource Management (HRM). That also included issues associated with employee engagement, job satisfaction, remote work, ethical concerns, and GDPR compliance within the Greek private sector.

3.9 Mapping research questions to results

Research Question	Questions	Statistical Analysis
1: What is the current level of familiarity that employees have with technologies and Artificial Intelligence (AI) applications in HRM in the Greek private sector, and how does this level differs across industries and roles in an organization?	Q6,Q8, Q9, Q10, Q11	Descriptive Statistics, One-Way ANOVA, Chi-Square (X ²) Test
2: How do employees perceive the implementation and the effectiveness of technological tools and AI in HRM operations and what is the relation between the digital transformation and their level of engagement, job satisfaction, and productivity in the Greek private sector?	Q12, Q13, Q14, Q16, Q17, Q18, Q19	Pearson/Spearman Correlation, Independent Samples t-test
3: What are the challenges that remote work introduced, and how this differs across genders, ages and family status?	Q1, Q2, Q3, Q20, Q21	Chi-Square (X ²) Test of Independence, Descriptive Frequencies
4: How does the implementation of technology helped employees to maintain or improve their work-life balance and job satisfaction?	Q22, Q23, Q24	Descriptive Statistics, Pearson Correlation Analysis
5: What are the main concerns that employees have regarding to data privacy and GDPR compliance in HR processes that uses AI?	Q25, Q26, Q27, Q28, Q29	Descriptive Statistics, Spearman Correlation Analysis
6: What are the ethical challenges of using AI in HR (such as bias and transparency)	Q30, Q31, Q32, Q33, Q34	Descriptive Frequencies, Percentage Analysis
7: What do employees expect in the future role of AI against human decision-making, and how this varies across industries, genders, and ages?	Q1, Q2, Q35, Q36	Chi-Square (X ²) Test, One-Way ANOVA

Table 3. 1 Research questions

3.10 Reliability

The analysis produced a Cronbach's alpha coefficient of 0.779, indicating acceptable internal consistency reliability (Halkias, 2003). According to commonly accepted thresholds, values above 0.70 suggest that the items measure a coherent underlying construct and that the scale is sufficiently reliable for research purposes.

In addition to the overall reliability check, reliability was also examined separately for the thematic sections of the questionnaire that contain Likert-type questions, as presented below.

Section 4: Artificial Intelligence (AI) in HRM

The internal consistency of the module is 0.590, the value is marginal, it is considered acceptable given that the module consists of only two questions, it should be noted that the Corrected Item-Total Correlation is $0.430 > 0.30$ which indicates that the question correctly measures the same property as the rest.

Case Processing Summary

		N	%
Cases	Valid	92	100,0
	Excluded ^a	0	,0
	Total	92	100,0

a. Listwise deletion based on all variables in the procedure.

Table 3. 2 Case Processing Summary

Reliability Statistics

Cronbach's Alpha	N of Items
,590	2

Table 3. 3 Reliability Statistics for Artificial Intelligence (AI) in HRM

The Cronbach's alpha values of **0.590** is below the commonly accepted threshold of 0.70 but may be acceptable due to the small number of items.

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
11. How familiar are you with AI applications in HR?	3,359	,804	,437	.
13. How effective do you think AI is in improving HR processes?	2,359	1,463	,437	.

Table 3. 4 Item-Total Statistics for Artificial Intelligence (AI) in HRM

Section 5: Employee Engagement, Satisfaction, and Productivity

The Cronbach's Alpha index is 0.731, indicating acceptable internal consistency reliability.

Reliability Statistics

Cronbach's Alpha	N of Items
,731	4

Table 3. 5 Reliability Statistics for Employee Engagement, Satisfaction, and Productivity

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
16. Do you feel more enthusiastic about your work when using technological tools?	10,141	5,771	,598	,627
17. Does technology helps you feel more connected to your organization's goals?	10,380	5,271	,637	,597
18. Are you satisfied with the digital support provided by your HR department?	10,891	5,812	,487	,693
19. Does the use of AI/Technology reduce the burden of your repetitive tasks?	10,489	6,934	,378	,744

Table 3. 6 Item-Total Statistics for Employee Engagement, Satisfaction, and Productivity

Section 8: GDPR and Data Privacy Concerns

The Cronbach's Alpha index is 0.599, the value is marginal, considered acceptable given that it consists of only two questions, and the Corrected Item-Total Correlation is 0.430.

Reliability Statistics

Cronbach's Alpha	N of Items
,599	2

Table 3. 7 Reliability Statistics for GDPR and Data Privacy Concerns

The Cronbach's alpha values of **0.599** is below the commonly accepted threshold of 0.70 but may be acceptable due to the small number of items.

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
26. How much do you trust AI to make fair decisions regarding your performance evaluation without human bias?	2,880	,744	,430	.
27. How transparent do you believe are the AI algorithms used by HR regarding their decision-making process?	2,511	,934	,430	.

Table 3. 8 Item-Total Statistics for GDPR and Data Privacy Concerns

4. ANALYSIS OF RESEARCH FINDINGS

In this chapter the collected data are analyzed and the results are presented according to each research question. Initially, the findings were analyzed per question using descriptive statistics and then were performed inferential statistical analysis to examine the relationships between the variables and evaluate the research questions.

4.1 Research Question 1

What is the current level of employee familiarity with HRM technologies and Artificial Intelligence (AI) applications within the Greek private sector, and how does this level vary across different industries and organizational roles?

4.1.1 Q9. *How has technology impacted the efficiency of HRM processes in your organization?*

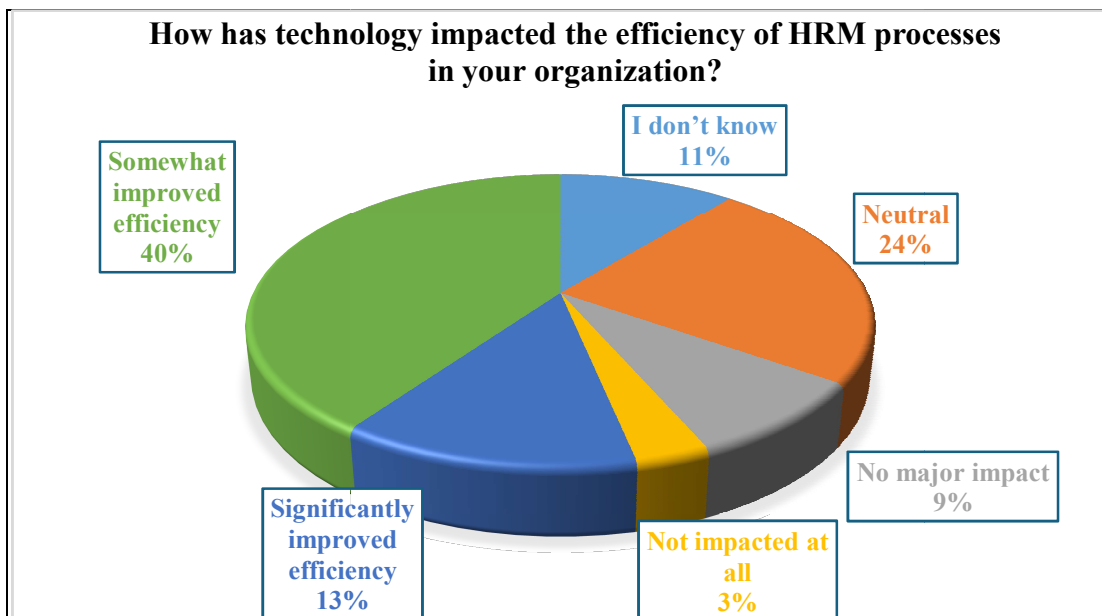


Figure 4. 1: Perceived Impact of Technology on the Efficiency of HRM Processes

The results show that technology has contributed positively to the efficiency of Human Resource Management (HRM) processes. Specifically, 40.2% reported “Somewhat

improved efficiency”, and 13.0% stated “Significantly”. On the contrary, only 12.0% consider “No major impact” and “Not impacted at all”. It is worth noting that 10.9% stated that they do not know. In conclusion, based on the above findings, it seems that technology is an important factor in enhancing the efficiency of HRM functions in organizations.

4.1.2 Q10. Which HR technologies are currently used in your company?

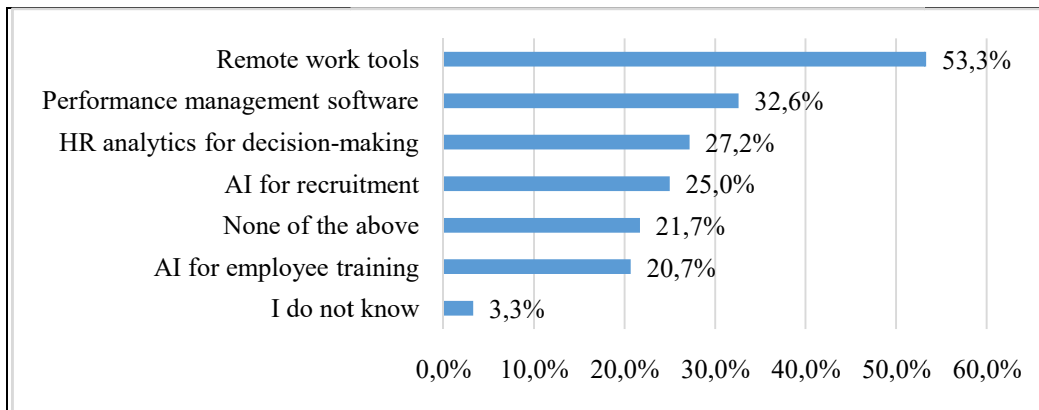


Figure 4. 2: HR Technologies Currently Used in Companies

In question 10 the most frequent answer for the used technologies was “remote work tools” with 53.3%, following by the answers “performance management software” with 32.6%, “HR analytics for decision-making” with 27.2% and “AI for recruitment” with 25%. The results show that organizations are using mostly technologies that support flexibility and data analysis. It is worth noting that 21.7% do not use any technology at all.

4.1.3 Q11. How familiar are you with AI applications in HR?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not familiar at all	31	33,7	33,7	33,7
	Not very familiar	19	20,7	20,7	54,3
	Neutral	23	25,0	25,0	79,3
	Somehow familiar	16	17,4	17,4	96,7
	Very familiar	3	3,3	3,3	100,0
	Total	92	100,0	100,0	

Table 4. 1: Employee Familiarity with AI Applications in HR

In the question “How familiar you are with AI applications in HR” the results show a different level of familiarity, with 54.3% of the participants answer “Not familiar at all” and “Not very familiar”. Also, 25% have a moderate familiarity and 17.4% are familiar. Only 3.3% answered that they are very familiar. This result shows that, although AI is very popular and widespread, many employees do not have a high level of knowledge regarding its applications in HR.

The results show that employees are not very familiar with AI applications in HR, as more than half of the answers that we got were “Not familiar at all” or “Not very familiar” with the specific technologies.

The organizational role variable was grouped into two broader categories Employee (Employee & Instructor Pilot) and Managerial Role (Board member, Manager/Supervisor & Director), in order to satisfy the reliability requirements of the Chi-square test. The Chi-square test showed a statistically significant relationship between organizational role and level of familiarity with AI applications in HR ($\chi^2 = 9.993$, $p = 0.041 < 0.05$) with employees in managerial positions showing a higher level of familiarity with AI applications compared to employees in non-managerial roles.

Q11. How familiar are you with AI applications in HR? * Role_Grouped Crosstabulation

Count

		Role_Grouped		Total
		Employee	Managerial Role	
11. How familiar are you with AI applications in HR?	Not familiar at all	25	6	31
	Not very familiar	11	8	19
	Neutral	17	6	23
	Somehow familiar	6	10	16
	Very familiar	2	1	3
Total		61	31	92

Table 4. 2: Familiarity with AI Applications in HR by Organizational Role

Chi-Square Tests

	Value	Df	Asymptotic Significance (2-sided)
Pearson Chi-Square	9,993 ^a	4	,041
Likelihood Ratio	9,858	4	,043
Linear-by-Linear Association	4,693	1	,030
N of Valid Cases	92		

a. 2 cells (20.0%) have expected count less than 5. The minimum expected count is 1.01.

Table 4. 3: Chi-Square Test Results for AI Familiarity in HR by Organizational Role

The sector variable included a large number of categories with very low response frequencies and because of that the investigation of differentiation between different sectors of activity was not continued. The result was that the basic reliability requirements of the Chi-square test were not met, especially with regard to the expected cell frequencies (106 cells (96.4%) have expected count less than 5. The minimum expected count is 0.03).

4.2 Research Question 2

How do employees perceive the current implementation and effectiveness of AI and technological tools in HRM functions, and what is the relationship between this digital evolution and their levels of engagement, job satisfaction, and productivity in the Greek private sector?

In this research question there is a try to examine the employee perception on the effectiveness of AI and technology in HR functions, as well as the relationship between effectiveness of technology and productivity, job engagement and employee satisfaction.

4.2.1 Q12. *Has your company implemented AI in any of the following HR functions?*

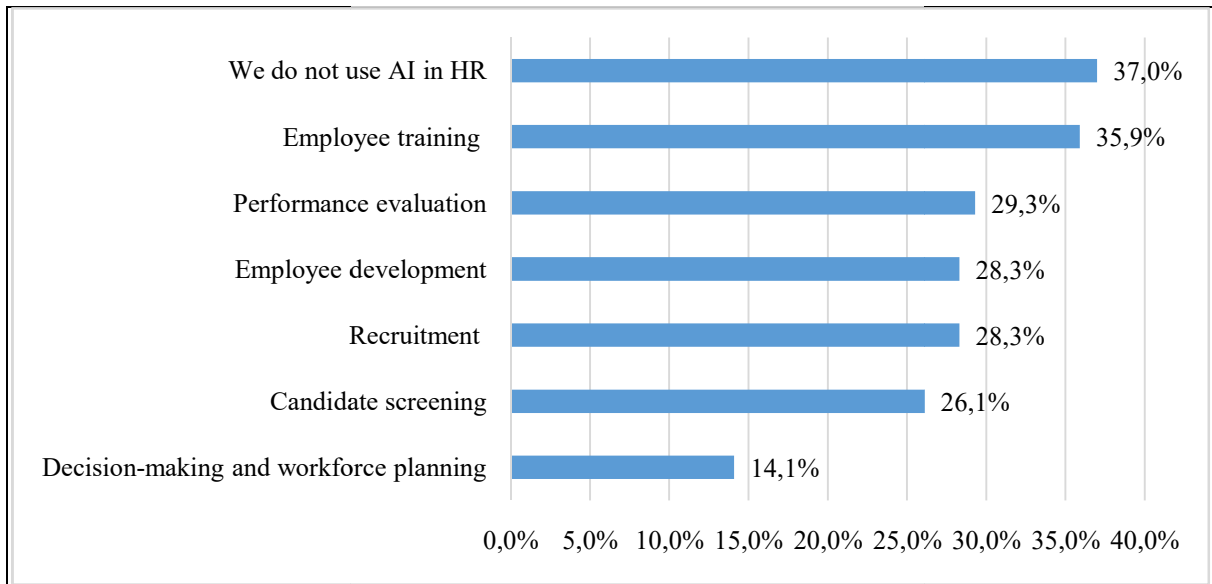


Figure 4. 3: Implementation of AI Across HR Functions

In this question the results show that the use of Artificial Intelligence in HR functions remains limited. The most frequent answer regarding the implementation of AI in HR functions is the “employee training” with 35.9%, followed by “performance evaluation” with 29.3%, “recruitment” with 28.3% and “employee development” with 28.3%. The use of AI in “decision-making and workforce planning” is lower with 14.1%. Most of the participants answered that they do not use it with a record of 37.0%, which shows that many of the organizations have not yet adopted AI applications in Human Resources Management.

4.2.2 Q13. *How effective do you think AI is in improving HR processes?*

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not effective at all	3	3,3	3,3	3,3
	Not very effective	9	9,8	9,8	13,0
	Neutral	40	43,5	43,5	56,5
	Somehow effective	32	34,8	34,8	91,3
	Very effective	8	8,7	8,7	100,0
	Total	92	100,0	100,0	

Table 4. 4: Perceived Effectiveness of AI in Improving HR Processes

In question 13 about the effectiveness of AI in HR processes, the majority believes that AI contributes significantly in improving the HR processes, with 43.5% answering that it is moderately effective and 34.8% somehow effective, while only 8.7% chose very effective.

4.2.3 Q14. *What do you see as the biggest benefit of AI in HRM?*

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Better decision-making	6	6,5	6,5	6,5
	Cost savings in HR operations	6	6,5	6,5	13,0
	Increase defficiency	10	10,9	10,9	23,9
	None of the above	5	5,4	5,4	29,3
	Reducing bias in recruitment and promotions	14	15,3	15,3	44,6
	Time saving in HR operations	51	55,4	55,4	100,0
	Total	92	100,0	100,0	

Table 4. 5: Main Benefits of AI Adoption in HRM

The results of question 14 about the biggest benefit of AI in HRM show 55.4% of the participants consider that the most important benefit is time saving for HR operations. This answer is followed by “reducing bias in recruitment and promotions” with 15.3% and “increased efficiency” with 10.9%. Answers such as “better decision-making” and “cost savings in HR operations” come with a 6.5% each. Finally, it should be mentioned that 5.4% of participants did not consider any of the above as benefit for HRM. The results show that participants support that AI is a tool that speeds up HR processes and enhances effectiveness.

4.2.4 Q15. What do you see as the biggest challenge of AI in HRM?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Data privacy and security concerns	21	22,8	22,8	22,8
	Employees' resistance to AI processes	18	19,6	19,6	42,4
	Ethical concerns, such as potential bias in AI models	33	35,9	35,9	78,3
	High implementation costs	5	5,4	5,4	83,7
	Lack of transparency	10	10,9	10,9	94,6
	None of the above	5	5,4	5,4	100,0
	Total	92	100,0	100,0	

Table 4. 6: Main Challenges Associated with AI Adoption in HRM

Answers in question 15 shows that the greatest challenge of AI in HRM is “ethical concerns, such as potential bias in AI models” with 35.9%, and this is followed by “data privacy and security concerns” with 22.8% and “employees’ resistance to AI processes” with 19.6%. Other answers had lower percentages such as “lack of transparency” with 10.9% and “high implementation costs” with 5.4%.

The findings show that the main concerns of the participants are about ethics, data protection and acceptance of AI by employees, while only 5.4% have none of the above concerns.

4.2.5 Q16. Do you feel more enthusiastic about your work when using technological tools?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not enthusiastic at all	2	2,2	2,2	2,2
	Not very enthusiastic	7	7,6	7,6	9,8
	Neutral	23	25,0	25,0	34,8
	Somehow enthusiastic	33	35,9	35,9	70,7
	Very enthusiastic	27	29,3	29,3	100,0
	Total	92	100,0	100,0	

Table 4. 7: Impact of Technological Tools on Employee Work Enthusiasm

In question 16 about employees enthusiasm on using technological tools in work, the 65.2% of participants selected "Somehow enthusiastic" and "Very enthusiastic", which shows that the use of technological tools in work enhance the employees' interest and enthusiasm.

4.2.6 Q17. Does technology helps you feel more connected to your organization's goals?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not connected at all	5	5,4	5,4	5,4
	Not very connected	8	8,7	8,7	14,1
	Neutral	28	30,4	30,4	44,6
	Somehow connected	30	32,6	32,6	77,2
	Very connected	21	22,8	22,8	100,0
	Total	92	100,0	100,0	

Table 4. 8: Impact of Technology on Employees' Connection to Organizational Goals

In question 17 about if employees feel more connected with the organization goals via technology, a 55.4% responded positively which represents more than half of the participants, while 30.4% maintained a neutral position. On the opposite side a smaller percentage of 8.7% expressed a negative view, by giving the answer "Not very connected" and 5.4% "Not connected at all". Overall, the results show that the use of technology contributes to a better connection of employees with the organizational goals.

4.2.7 Q18. Are you satisfied with the digital support provided by your HR department?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not satisfied at all	8	8,7	8,7	8,7
	Not very satisfied	20	21,7	21,7	30,4
	Neutral	31	33,7	33,7	64,1
	Somehow satisfied	23	25,0	25,0	89,1
	Very satisfied	10	10,9	10,9	100,0

	Total	92	100,0	100,0	
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Table 4. 9: Respondents' Satisfaction with HR Digital Support

The results in question 18, about satisfaction on the digital support provided by the HR department, are equally distributed between “unsatisfied”, “neutral” and “satisfied”. The response of “Neutral” records a 33.7%, while 35.9% have answered that they are satisfied, and the rest of 30.4% declare that are unsatisfied. This shows that most of the employees evaluate HR’s digital support positively.

4.2.8 Q19. Does the use of AI/Technology reduce the burden of your repetitive tasks?

		Frequency	Percent	ValidPercent	Cumulative Percent
Valid	Not reduced at all	4	4,3	4,3	4,3
	Not very reduced	5	5,4	5,4	9,8
	Neutral	38	41,3	41,3	51,1
	Somehow reduced	33	35,9	35,9	87,0
	Very reduced	12	13,0	13,0	100,0
	Total	92	100,0	100,0	

Table 4. 10: Perceived Reduction of Repetitive Task Burden Through AI and Technology

In question 19, the results show that participants find AI and technology very useful regarding to the reduction of repetitive tasks. 35.9% of the participants answered “Somehow reduced”, while 13.0% answered “Very reduced”. At the same time, 41.3% have a neutral attitude, and a very small percentage of participants consider that technology does not contribute. The results show that the use of AI and technology contributes significantly to the reduction of the burden of repetitive tasks.

Summarizing, the employees in general have a positive attitude in using AI applications in HR activities despite the fact that AI is not fully adopted by all companies as results showed. The most frequent answer about AI application was found in Employee training with 35.9% of the answers. Performance evaluation followed with 29.3%, Recruitment

with 28.3% and Employee development with 28.3%. On the other hand, decision-making and workforce planning had a low rate frequency of 14.1%, which shows that organizations tend to be more careful in using AI technologies in strategic processes. Simultaneously, companies does not yet use AI in HR functions as 37.0% of the participants mentioned, which shows that the implementation of these technologies is still at an early stage in the Greek private sector.

However, the AI in HR processes was overall positively evaluated for its effectiveness. To be specific, 43.5% if the participants described AI as “Neutral”, 34.8% as “Somehow effective” and 8.7% as “Very effective”, and only a small percentage expressed a negative opinion.

At this point it is particularly interesting to see if there is a difference between the opinions of men and women. From the test that was performed (independent-samples t-test) there is no difference according to gender since $p = 0.354 > 0.05$.

Group Statistics

	1. Select your gender	N	Mean	Std. Deviation	Std. Error Mean
13. How effective do you think AI is in improving HR processes?	Male	56	3,429	,9507	,1270
	Female	36	3,250	,8062	,1344

Table 4. 11: Group Statistics for Perceived AI Effectiveness in Improving HR Processes by Gender

Independent Samples Test

	Levene's Test for Equality of Variances		t-test for Equality of Means						
	F	Sig.	T	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
								Lower	Upper

13. How effective do you think AI is in improving HR processes?	Equal variances assumed	2,459	,120	,932	90	,354	,1786	,1917	-,2022	,5594
	Equal variances not assumed			,966	83,224	,337	,1786	,1849	-,1892	,5464

Table 4. 12: Independent Samples t-Test for Perceived AI Effectiveness in Improving HR Processes by Gender

A test was then carried out to determine whether there was a differentiation of opinions depending on their role (Role_Grouped) and this test revealed that there was no statistically significant differentiation of opinions, $p = 0.482 > 0.05$.

Group Statistics

	Role_Grouped	N	Mean	Std. Deviation	Std. Error Mean
13. How effective do you think AI is in improving HR processes?	Employee	61	3,311	,9581	,1227
	Managerial Role	31	3,452	,7676	,1379

Table 4. 13: Group Statistics for Perceived AI Effectiveness in Improving HR Processes by Organizational Role

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
13. How effective do you think AI is in improving HR processes?	Equal variances assumed	1,156	,285	-,707	90	,482	-,1401	,1983	-,5341	,2539

is improving HR processes?	in Equal variances not assumed				-,759	73,328	,450	-,1401	,1845	-,5079	,2276
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Table 4. 14: Independent Samples t-Test for Perceived AI Effectiveness in Improving HR Processes by Organizational Role

The most important advantage of AI appeared to be the answer “Time-saving in HR operations” with 55.4%, which shows that employees mostly perceive AI as a tool for improving HR processes in efficiency and automation. Moreover, “Increased efficiency” and “Reducing bias in recruitment and promotions” were also recognized by the participants as benefits, showing that AI is able to improve efficiency and fairness in HR practices. On the other hand, the most important challenges are believed to be ethical concerns, such as “potential bias in AI models” by 35.9% of the respondents, “data privacy and security concerns” by 22.8% and “employees’ resistance to AI processes” by 19.6%.

It must be mentioned that 65.2% of the participants chose “somehow enthusiastic” and “very enthusiastic” about their work when using technological tools.

At this point, an ANOVA test was performed and there is a statistically significant difference between the educational level of the employee and the degree of enthusiasm as $p=0.030<0.05$.

ANOVA

16. Do you feel more enthusiastic about your work when using technological tools?

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	7,093	2	3,546	3,665	,030
Within Groups	86,125	89	,968		
Total	93,217	91			

Table 4. 15: ANOVA Results for Employee Enthusiasm When Using Technological Tools

A big part of the participants (55.4%) believe that technology helps to feel connected to the goals of their organization, when at the same time 30.4% maintained a neutral attitude. Moreover a moderate to high evaluation of satisfaction is made for the digital support provided by the Human Resources department, and also a positive evaluation for the contribution of AI and technology in order to reduce the repetitive tasks.

In the meantime, Spearman's rho correlation analysis was applied in order to examine the relationship between the perceived effectiveness of AI and factors such as employee engagement, job satisfaction and productivity.

Correlations

			13. How effective do you think AI is in improving HR processes?	16. Do you feel more enthusiastic about your work when using technological tools?	17. Does technology helps you feel more connected to your organization's goals?	18. Are you satisfied with the digital support provided by your HR department?	19. Does the use of AI/Technology reduce the burden of your repetitive tasks?
Spearman's rho	13. How effective do you think AI is in improving HR processes?	Correlation Coefficient	1,000	,388**	,267*	,348**	,268**
		Sig. (2-tailed)	.	,000	,010	,001	,010
		N	92	92	92	92	92
	16. Do you feel more enthusiastic about your work when using technological tools?	Correlation Coefficient	,388**	1,000	,778**	,333**	,282**
		Sig. (2-tailed)	,000	.	,000	,001	,007
		N	92	92	92	92	92
	17. Does technology helps you feel more connected to your organization's goals?	Correlation Coefficient	,267*	,778**	1,000	,412**	,246*
		Sig. (2-tailed)	,010	,000	.	,000	,018
		N	92	92	92	92	92

	18. Are you satisfied with the digital support provided by your HR department?	Correlation Coefficient	,348**	,333**	,412**	1,000	,347**
		Sig. (2-tailed)	,001	,001	,000	.	,001
		N	92	92	92	92	92
	19. Does the use of AI/Technology reduce the burden of your repetitive tasks?	Correlation Coefficient	,268**	,282**	,246*	,347**	1,000
		Sig. (2-tailed)	,010	,007	,018	,001	.
		N	92	92	92	92	92

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

Table 4. 16: Spearman's Correlation Matrix of AI Effectiveness, Technology Use, and Employee Work Outcomes

The Spearman analysis showed statistically significant positive correlations between perceived AI effectiveness and important factors of the work experience. To be more specific, AI effectiveness was positively associated with:

- Enthusiasm when using technological tools ($\rho = 0.388$, $p = 0.000 < 0.01$),
- Feeling connected to the organization's goals ($\rho = 0.267$, $p = 0.010 < 0.05$),
- Satisfaction with digital HR support ($\rho = 0.348$, $p = 0.001 < 0.01$), and
- Reduction in the burden of repetitive tasks ($\rho = 0.268$, $p = 0.010 < 0.05$).

Furthermore, a strong positive correlation was found between enthusiasm for using technological tools and a sense of connection to organizational goals ($\rho = 0.778$, $p = 0.000 < 0.01$). In summary, the results suggest that digital evolution and the application of AI in HR positively contribute to the work experience, enhancing employee engagement, job satisfaction and productivity.

4.3 Research Question 3

What are the primary challenges introduced by remote work, and how does this vary across different genders and family status?

In this research question the impact of remote work is examined and how employees are affected and also how this differs between different demographic groups.

4.3.1 Q20. *What challenges has remote work introduced for HRM in your organization?*

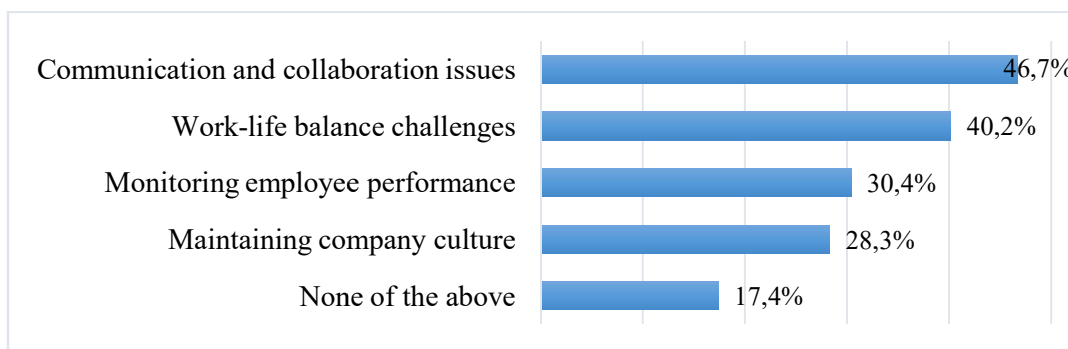


Figure 4. 4: Challenges Introduced by Remote Work for HRM

The results of question 20 that is about the challenges that comes when employees are working remotely, showed that the most important challenge associated with remote work is communication and collaboration issues with 46.7% supporting it. This answer is followed by “work-life balance challenges” with 40.2%, “monitoring employee performance” with 30.4% and “maintaining company culture” with 28.3%. Also 17.4% of the participants chose the answer “None of the above”. The results show that remote work mostly creates difficulties in communication and collaboration, as well as in effectively managing and supporting employees.

4.3.2 Q21. *How has technology helped employees by working remotely in your organization?*

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	I don't know	13	14,1	14,1	14,1
	Improved work-life balance	49	53,3	53,3	67,4

	Increased job satisfaction	18	19,6	19,6	87,0
	Made work more difficult	3	3,3	3,3	90,2
	No impact	9	9,8	9,8	100,0
	Total	92	100,0	100,0	

Table 4. 17: Benefits of Technology for Remote Working Employees

In question 21 that is about how remote work helped employees, 53.3% of the participants answered that “improved work-life balance”, while 19.6% answered “Increased job satisfaction”. 14.1% of participants answered “I don’t know” while the rest 13 % “no impact” and “made work more difficult”. The results confirm that technology has effectively supported remote work by 87%.

In summary, the results showed the most important challenges of remote work were “Communication and collaboration issues” and “Work-life balance challenges”, which suggests that remote work affected the communication between employees and kept a balance between personal and professional life. Concurrently, most of participants reported that technology contributed positively to the remote work experience, with the main benefit being “Improved work-life balance”, while a significant percentage also answered “Increased job satisfaction”.

Crosstab

Count

		1. Select your gender		Total
		Female	Male	
21. How has technology helped employees by working remotely in your organization?	I don't know	7	6	13
	Improved work-life balance	19	30	49
	Increased job satisfaction	6	12	18
	Made work more difficult	1	2	3
	No impact	3	6	9
Total		36	56	92

Table 4. 18: Cross-Tabulation of Technology’s Impact on Remote Work by Gender

Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	1,608 ^a	4	,807
Likelihood Ratio	1,583	4	,812
N of Valid Cases	92		

a. 3 cells (30,0%) have expected count less than 5. The minimum expected count is 1,17.

Table 4. 19: Chi-Square Test Results of Gender Differences in Perceptions of Technology's Support for Remote Work

The Chi-square test did not show a statistically significant relationship between gender and employees' perceptions of the impact of technology on remote work ($\chi^2 = 1.608$, $p = 0.807 > 0.05$).

21. How has technology helped employees by working remotely in your organization? * Family status Group Crosstabulation

Count

		Family status Group		Total
		With Children	Without Children	
21. How has technology helped employees by working remotely in your organization?	I don't know	6	7	13
	Improved work-life balance	22	27	49
	Increased job satisfaction	6	12	18
	Made work more difficult	0	3	3
	No impact	5	4	9
Total		39	53	92

Table 4. 20: Impact of Technology on Remote Work by Family Status

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	3,652 ^a	4	,455
Likelihood Ratio	4,758	4	,313
N of Valid Cases	92		

a. 3 cells (30,0%) have expected count less than 5. The minimum expected count is 1,27.

Table 4. 21: Chi-Square Test Results of Family Status Differences in Perceptions of Technology's Support for Remote Work

In order to study the relationship between marital status and employees' perceptions of how technology supported remote work and satisfy the reliability of the Chi-square test, the variable of marital status was separated in two categories “With Children” and “Without Children”. The result was that the Chi-square test did not show a statistically significant relationship between marital status and employees' perceptions of how technology supported remote work ($\chi^2 = 3.652$, $p = 0.455 > 0.05$). The results suggest that employees recognize the benefits and challenges of remote work in a similar way, no matter of their gender and marital status.

4.4 Research Question 4

How has technology assisted employees in maintaining work-life balance and job satisfaction?

This section examines how technology contributes to work-life balance, as well as to employee job satisfaction.

4.4.1 Q22. *What role does technology play in supporting employees' work-life balance?*

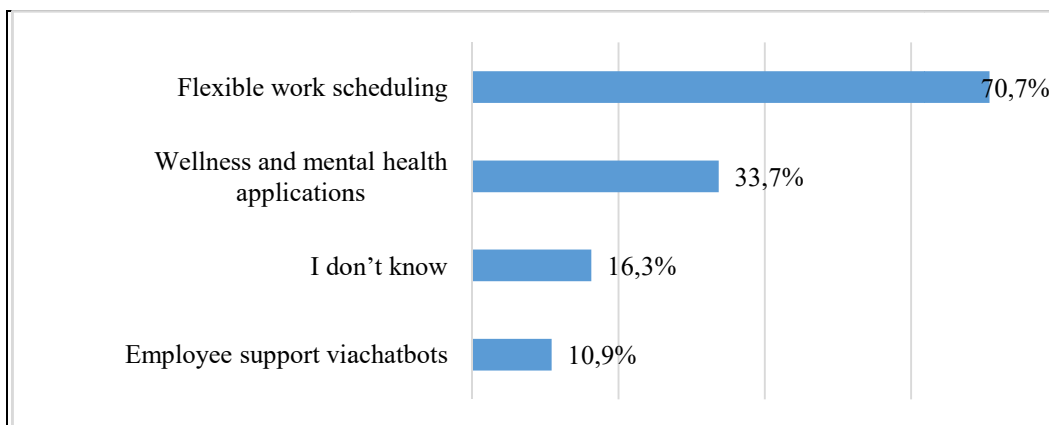


Figure 4. 5: Role of Technology in Supporting Employees' Work-Life Balance

The extracted results of question 22 show that technology contributes to supporting the balance between professional and personal life of employees. The “flexible work scheduling” is the answer which most of the participants chose with 70.7 %, and this show

that technology enhances the flexibility of working time in an organization. This answer is followed by “wellness and mental health applications” with 33.7% and “employee support via chatbots” with 10.9%. Also 16.3% of participants chose the answer I don’t know.

To sum up, the results show that technology mostly supports flexibility in work, and also supports the well-being and psychological support of employees.

4.4.2 Q23. *How does your organization utilize technology to support or monitor employee mental health?*

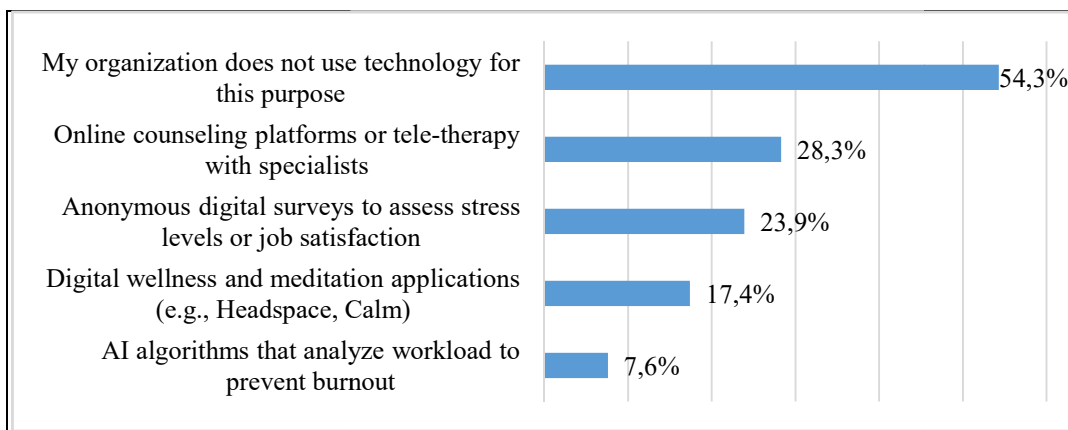


Figure 4. 6: Use of Technology for Employee Mental Health Support

The results of question 23 show that technology is used to monitor the general well-being of employees. 54.3% of the participants reported that “my organization does not use any specific technology for this purpose”, which shows that more than half of the organizations (of our research) do not have specialized tools to support mental health. For the rest of the sample the most frequently answer was “online counseling platforms or tele-therapy with specialists” with 28.3%, “anonymous digital surveys to assess stress levels or job satisfaction” with 23.9% and “digital wellness and meditation applications” with 17.4%. Only 7.6% answered that are using “AI algorithms that analyze workload to prevent burnout”.

The results show that the use of technology in this area remains limited although there are some cases that support mental health.

4.4.3 Q24. *How comfortable are employees with technology being used for mental health support?*

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very uncomfortable	14	15,2	15,2	15,2
	Not very uncomfortable	23	25,0	25,0	40,2
	Neutral	41	44,6	44,6	84,8
	Somehow comfortable	12	13,0	13,0	97,8
	Very comfortable	2	2,2	2,2	100,0
	Total	92	100,0	100,0	

Table 4. 22: Comfort Level with the Use of Technology for Mental Health Support

In question 24 the results show that participants appear mostly neutral or hesitate about the use of technology to support mental health. The answer Neutral was chosen by 44.6% of the participants, while 25.0% answered “not very uncomfortable” and 15.2% “very uncomfortable”. A very small percentage expressed a positive attitude, with 13.0% choosing “somehow comfortable” and only 2.2% answered “very comfortable”. The results show that employees do not feel fully comfortable with the use of technology to support mental health.

To summarize, in this section most of the participants answered that technology “improved work-life balance” showing that technology improved the balance between personal and professional life. In addition, 19.6% reported “increased job satisfaction”, and only a 3.3% answered that technology “made work more difficult”. The part of how technology supports work-life balance, the most frequent answer was “flexible work scheduling” by 70.7% which shows that the technological tools are mostly used to improve work flexibility.

On the contrary, answers like “wellness and mental health application” and “employee support via chatbots” were met less frequent. In the meantime, 54.3% of participants answered that their organization does not use the technology to support mental health and that show that many organizations do not give much emphasis in that section. The rest of the answers recorded in a lower rate such as “online counseling platforms or tele-therapy

with specialists” with 28.3%, “anonymous digital surveys to assess stress levels or job satisfaction” with 23.9%, “digital wellness and meditation applications” with 17.4% and “AI algorithms that analyze workload to prevent burnout” with 7.6%.

In summary, the results suggest that wherever it is applicable, technology affects the work-life balance and improves the work experience, mostly through work flexibility and support of employee well-being.

4.5 Research Question 5

What are the main concerns regarding data privacy and GDPR compliance in AI-driven HR processes among employees in Greece?

In this section the research question is focused on how employees perceive matters of transparency, trust, and privacy, and also their attitude due to the of AI in making decisions that can affect their career.

4.5.1 Q25. *How concerned are you about data privacy in AI-driven HR processes?*

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	I don't know	4	4,3	4,3	4,3
	Neutral	23	25,0	25,0	29,3
	Not concerned at all	3	3,3	3,3	32,6
	Not very concerned	8	8,7	8,7	41,3
	Somehow concerned	27	29,3	29,3	70,7
	Very concerned	27	29,3	29,3	100,0
	Total	92	100,0	100,0	

Table 4. 23: Level of Concern About Data Privacy in AI-Driven HR Processes

The results of question 25 that is about concerns of data privacy, show 58.6% of the participants are equally divided between “somehow concerned” and “very concerned” with 29.3% each. Neutral attitude have 25% of the participants and only 12% are not

concerned about data privacy. These results demonstrate that the protection of personal data is one very important concern of most of the employees regarding the use of AI in HR.

4.5.2 Q26. How much do you trust AI to make fair decisions regarding your performance evaluation without human bias?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not at all	15	16,3	16,3	16,3
	Not very	31	33,7	33,7	50,0
	Neutral	30	32,6	32,6	82,6
	Somehow	16	17,4	17,4	100,0
	Total	92	100,0	100,0	

Table 4. 24: Employee Trust in AI-Based Performance Evaluation

In question 26, about how much do employees trust AI to make fair decisions without human evaluation, the results show that the level of trust of participants in the ability of AI to make fair decisions regarding performance evaluation is relatively low. 50% of the participants answered “not very” and “not at all”, while 32.6% answered “neutral”. Only 17.4% answered that they trust AI to some extent choosing “somehow”. The results show that employees tend to be skeptical about how fair or objective decisions are made Artificial Intelligence systems without human supervision.

At this point, it was checked whether there was a statistically significant difference depending on gender or role in the organization, and in both cases a non-statistically significant difference was found, as from the t-test, $p=0.311$ and $p=0.624$, which is greater than 0.05.

Group Statistics

	1. Select your gender	N	Mean	Std. Deviation	Std. Error Mean
26. How much do you trust AI to make fair decisions regarding your performance evaluation without human bias?	Male	56	2,429	1,0244	,1369
	Female	36	2,639	,8669	,1445

Table 4. 25: Group Statistics for Trust in AI for Fair Performance Evaluation Decisions by Gender

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
26. How much do you trust AI to make fair decisions regarding your performance evaluation without human bias?	Equal variances assumed	2,262	,136	-1,019	90	,311	-,2103	,2064	-,6204	,1997
	Equal variances not assumed			-1,057	83,313	,294	-,2103	,1990	-,6062	,1855

Table 4. 26: Independent Samples t-Test for Trust in AI in Fair Performance Evaluation Decisions by Gender

Group Statistics

	Role_Grouped	N	Mean	Std. Deviation	Std. Error Mean
26. How much do you trust AI to make fair decisions regarding your performance evaluation without human bias?	Employee	61	2,475	,9934	,1272
	Managerial Role	31	2,581	,9228	,1657

Table 4. 27: Group Statistics for Trust in AI for Fair Performance Evaluation Decisions by Organizational Role

Independent Samples Test

		Levene's Test for Equality of Variances		t-Test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
26. How much do you trust AI to make fair decisions regarding your performance evaluation without human bias?	Equal variances assumed	,528	,469	-,492	90	,624	-,1052	,2141	-,5305	,3200
	Equal variances not assumed			-,504	64,547	,616	-,1052	,2089	-,5225	,3121

Table 4. 28: Independent Samples t-Test for Trust in AI for Fair Performance Evaluation Decisions by Organizational Role

4.5.3 Q27. *How transparent do you believe are the AI algorithms used by HR regarding their decision-making process?*

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not at all	3	3,3	3,3	3,3
	Not very	29	31,5	31,5	34,8
	Neutral	38	41,3	41,3	76,1
	Somehow	20	21,7	21,7	97,8
	Completely	2	2,2	2,2	100,0
	Total	92	100,0	100,0	

Table 4. 29: Perceived Transparency of AI Algorithms Used in HR Decision-Making

In question 27, about how transparent is an AI algorithm, the results show that most of the participants believe that AI algorithms used in HR are medium to limited transparent. 41.3% answered “Neutral” while 31.5% answered “not very” and 3.3% “not at all”. On the other side, 21.7% answered “somehow transparent”, while only 2.2% believe that they are completely transparent. The results show that the perception of transparency of AI systems in HR remains questionable, and this can affect the level of trust employees have in AI applications.

4.5.4 Q28. *Which GDPR-related issues in AI-powered HR systems concern you the most?*

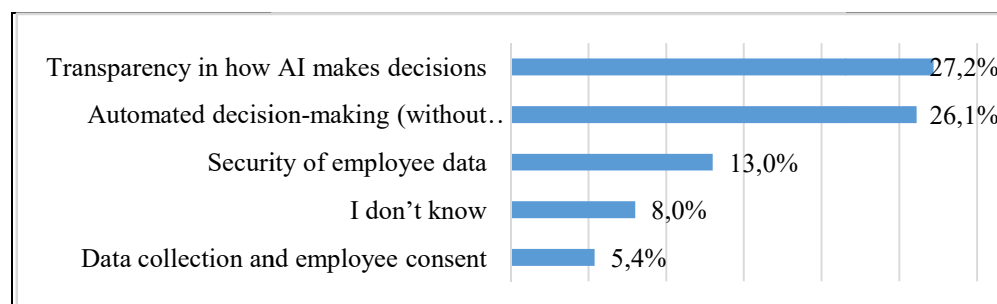


Figure 4. 7: Concerns About GDPR Issues in AI-Powered HR Systems

The results of question 28 show that the most important concerns of the participants are related to “transparency in how AI makes decisions” with 27.2% and “automated decision-making” with 26.1%. These are followed by “security of employee data” with 13.0% and “I don’t know” with 8.0%, while a smaller percentage of participants mentioned “data collection and employee consent” with 5.4%. The results show that employees are mostly

concerned about the transparency of algorithms and decision-making without human oversight.

4.5.5 Q29. Does the company ensure compliance with GDPR application when using AI for HR?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	I don't know	28	30,4	30,4	30,4
	It's not applicable	8	8,7	8,7	39,1
	No, GDPR compliance is not a priority	8	8,7	8,7	47,8
	We try, but we don't follow strict compliance rules	12	13,0	13,0	60,9
	Yes, we follow strict compliance rules	36	39,1	39,1	100,0
	Total	92	100,0	100,0	

Table 4. 30: Organizational Compliance with GDPR in AI-Based HR Practices

In question 29 the results show that 39.1% of participants applied “yes, we follow strict compliance rules” that their organization follows, which shows that many organizations have strict practices about GDPR compliance. However 30.4% answered “i don't know”, showing that many employees are not well informed about the relevant procedures of GDPR. Also 13.0% answered “we try, but we don't follow strict compliance rules”, while 8.7% answered for each “no, GDPR compliance is not a priority” and “it's not applicable”. The results show that although many organizations adopt strict compliance policies, there are still gaps in both implementation and employee awareness.

To sum up in this part, it is shown that the use of AI is generally treated with hesitation when it comes to data privacy and transparency of processing. Employees do not give much trust that AI can make fair decisions in evaluating someone's performance without human supervision. Also, many of the participants are uncertain about the compliance of GDPR and AI-driven HR practices of their company.

Participants are mostly worried about the safety of their personal data and if an unauthorized access has been made to them, lack of transparency in processes that are made by AI systems and continuous monitoring of employees through technological tools. All these shows that despite that the benefits of AI in HR processes are recognized, concerns remains about ethics and data privacy.

After that, Spearman's rho correlation analysis was applied, aiming to explore the relationship between trust, transparency and privacy concerns.

Correlations

			26. How much do you trust AI to make fair decisions regarding your performance evaluation without human bias?	27. How transparent do you believe are the AI algorithms used by HR regarding their decision-making process?
Spearman's rho	26. How much do you trust AI to make fair decisions regarding your performance evaluation without human bias?	Correlation Coefficient	1,000	,452**
		Sig. (2-tailed)	.	,000
		N	92	92
	27. How transparent do you believe are the AI algorithms used by HR regarding their decision-making process?	Correlation Coefficient	,452**	1,000
		Sig. (2-tailed)	,000	.
		N	92	92

** . Correlation is significant at the 0.01 level (2-tailed).

Table 4. 31: Spearman's Correlation Between Trust in AI Fairness and Perceived Transparency of HR AI Algorithms

The Spearman analysis showed a statistically significant moderate positive correlation between trust in AI and perceived transparency of AI algorithms ($\rho = 0.452$, $p = 0.000 <$

0.01). This result shows that the more transparent employees believe that AI systems are, the more they trust them to make fair decisions.

Correlations

			26. How much do you trust AI to make fair decisions regarding your performance evaluation without human bias?	25. How concerned are you about data privacy in AI-driven HR processes?
Spearman's rho	26. How much do you trust AI to make fair decisions regarding your performance evaluation without human bias?	Correlation Coefficient	1,000	,266*
		Sig. (2-tailed)	.	,010
		N	92	92
	25. How concerned are you about data privacy in AI-driven HR processes?	Correlation Coefficient	,266*	1,000
		Sig. (2-tailed)	,010	.
		N	92	92

*. Correlation is significant at the 0.05 level (2-tailed).

Table 4. 32: Spearman's Correlation Between Trust in AI Fairness and Data Privacy Concerns in AI-Driven HR Processes

The results show a statistically significant weak positive correlation between privacy concerns and trust in AI ($\rho = 0.266$, $p = 0.010 < 0.05$), showing that issues in privacy affect the employees trust in AI-driven HR systems.

Correlations

			25. How concerned are you about data privacy in AI-driven HR processes?	27. How transparent do you believe are the AI algorithms used by HR regarding their decision-making process?

Spearman's rho	25. How concerned are you about data privacy in AI-driven HR processes?	Correlation Coefficient	1,000	,198
		Sig. (2-tailed)	.	,059
		N	92	92
	27. How transparent do you believe are the AI algorithms used by HR regarding their decision-making process?	Correlation Coefficient	,198	1,000
		Sig. (2-tailed)	,059	.
		N	92	92

Table 4. 33: Table 4.33: Spearman's Correlation Between Data Privacy Concerns and Perceived Transparency of HR AI Algorithms

In contrast, no statistically significant relationship was found between privacy concerns and perceived transparency of AI algorithms ($p = 0.198$, $p = 0.059 > 0.05$). In summary, the results show that the transparency of AI systems is a major factor in gaining trust in processes of AI systems. At the same time concerns still exist regarding personal data safety and GDPR compliance.

4.6 Research Question 6

What are the ethical challenges of AI in HR (such as bias and transparency)?

In this section ethical challenges are examined according to the use of AI in HRM processes, and to be more specific issues of bias, transparency and privacy are examined.

4.6.1 Q30. Do you believe AI should completely replace human decision-making in HR?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	I don't know	7	7,6	7,6	7,6
	It's not applicable	10	10,9	10,9	18,5
	No, AI should only assist HR professionals	72	78,3	78,3	96,7
	Yes, AI should fully automate HR decisions	3	3,3	3,3	100,0
	Total	92	100,0	100,0	

Table 4. 34: Perceptions on AI Replacing Human Decision-Making in HR

In question 30 the results show that the majority of the participants believe that “AI should only assist HR professionals” with 78.3% and should not completely replace human decision-making, while only 3.3% said that “AI should fully automate HR decisions” and 10.9% chose the answer “it’s not applicable”, and 7.6% said “i don’t know”. The results show that employees perceive AI mostly as a supporting tool while keeping human judgment as the key factor in HR decisions.

4.6.2 Q31. *Have you or your colleagues ever experienced bias from an AI system in HR?*

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	I don’t know	34	37,0	37,0	37,0
	It’s not applicable	10	10,9	10,9	47,8
	No	36	39,1	39,1	87,0
	Yes	12	13,0	13,0	100,0
	Total	92	100,0	100,0	

Table 4. 35: Bias Experiences in AI-Based HR Systems

The results of question 31 show that the majority of participants have not observed or do not know if there has been bias from AI systems in HR processes. 39.1% answered “no” while 37.0% answered “i don’t know”. Also 10.9% answered “it’s not applicable”. Unfortunately, there are 13.0% of participants who reported that they experienced bias suggesting that the risk of discrimination exists, although it is not widespread.

4.6.3 Q32. *What is the best way to reduce bias in AI systems in HR?*

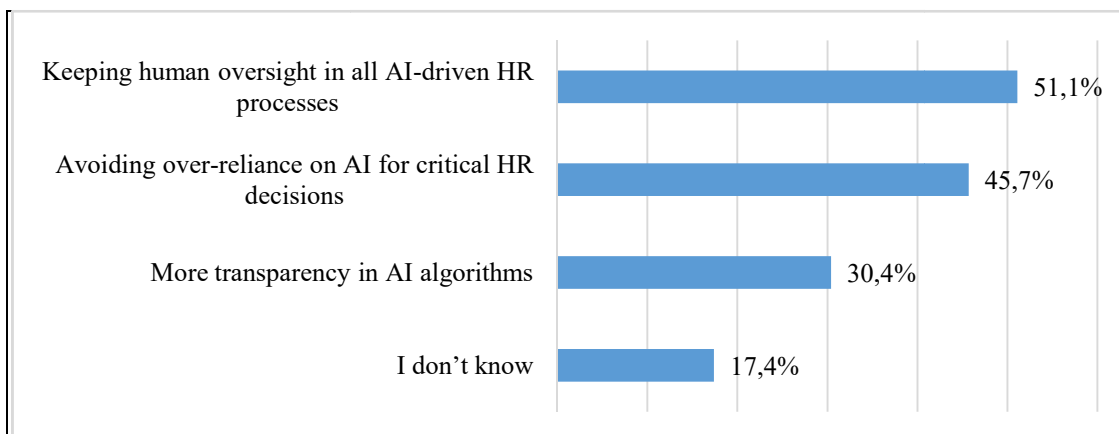


Figure 4. 8: Views on Reducing Bias in AI Systems in HR

The results of question 32 show that the most effective way to reducing bias in AI systems in HR according to the participants is “keeping human oversight in all AI-driven HR processes” with 51.1% and “avoiding over-reliance on AI for critical HR decisions” with 45.7%. This is followed by “more transparency in AI algorithms” with 30.4%, while 17.4% of participants chose the answer “i don’t know”. The results show that participants believe that human judgment is a very important factor in order to reduce algorithmic bias as also avoiding over-reliance on AI.

4.6.4 Q33. *Would you feel comfortable if AI was used to evaluate your performance at work?*

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	I don't know	9	9,8	9,8	9,8
	It's not applicable	6	6,5	6,5	16,3
	No, I prefer human driven evaluations	59	64,1	64,1	80,4
	Yes	18	19,6	19,6	100,0
	Total	92	100,0	100,0	

Table 4. 36: Perceptions of AI Use in Employee Performance Evaluation

Question 33 is about how comfortable employees feel about being evaluated by AI. The results show that most of participants do not feel comfortable with the use of AI to evaluate their work performance. The fact is that 64.1% answered “no, I prefer human driven evaluations”, while only 19.6% answered “yes”. In addition, 9.8% answered “i don’t know” and 6.5% “it’s not applicable”. The findings show the preference of employees to human judgment when it comes for performance evaluation processes.

4.6.5 Q34. *I feel that the introduction of AI in HR processes has made my work-life balance more difficult.*

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	8	8,7	8,7	8,7
	Disagree	22	23,9	23,9	32,6
	Neither Agree nor Disagree	50	54,3	54,3	87,0
	Agree	9	9,8	9,8	96,7
	Strongly Agree	3	3,3	3,3	100,0
	Total	92	100,0	100,0	

Table 4. 37: Employee Perception on AI Making Work-Life Balance More Difficult

In question 34 the results show that most of participants do not consider that the introduction of AI in HR processes has made the work-life balance more difficult. From the participants, 54.3% answered “neither agree nor disagree”, while 23.9% answered “disagree” and 8.7% “strongly disagree”. On the other side, 9.8% answered “agree” and 3.3% “strongly agree” with the statement. The results show that the implementation of AI in HR does not seem to have negatively affected the work-life balance of employees.

To summarize, employees appear to be worried about the possibility of AI taking over in decision-making in HR processes. Most of the participants mentioned that AI should support HR professionals and not completely replace human judgment, when at the same time there are concerns about fairness and objectivity of AI systems.

In order to limit AI bias, the results shows that human supervision in HR processes is to the essence, as well as using more transparent AI systems and improving the systems that train AI. The findings show that employees consider human intervention and effective control of AI necessary to secure the ethical use and fairness of AI in HR. Moreover, most of the participants mentioned that they would feel uncomfortable being evaluated from AI without human involvement, which confirms the reduced acceptance of an evaluation process that is fully automated. In the meantime, most of the participants stayed neutral in the question made if the introduction of AI into HR processes has made their work-life balance more difficult.

Spearman's rho correlation analysis was then applied to examine the relationship between acceptance of AI-based performance evaluations and the perception that AI negatively affects employees' work-life balance.

Correlations

			34. I feel that the introduction of AI in HR processes has made my work-life balance more difficult.	33. Would you feel comfortable if AI was used to evaluate your performance at work?
Spearman's rho	34. I feel that the introduction of AI in HR processes has made my work-life balance more difficult.	Correlation Coefficient	1,000	,008
		Sig. (2-tailed)	.	,938
		N	92	92
	33. Would you feel comfortable if AI was used to evaluate your performance at work?	Correlation Coefficient	,008	1,000
		Sig. (2-tailed)	,938	.
		N	92	92

Table 4. 38: Spearman's Correlation Between AI's Impact on Work-Life Balance and Comfort with AI-Based Performance Evaluation

The Spearman correlation analysis did not show a statistically significant relationship between the perception of that AI has made it more difficult for employees to achieve work-life balance and their comfort with using AI to increase job performance ($\rho = 0.008$, $p = 0.938 > 0.05$).

4.7 Research Question 7

What are the employees' expectations regarding the future role of AI versus human decision-making, and how does this vary across different genders and ages?

In this part, role of AI is examined in decision-making processes and compares it to human decision-making and how are these affected by demographic changes.

4.7.1 Q35. Do you think AI will play a significant role in HR over the next years?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	I don't know	2	2,2	2,2	2,2
	Maybe, but human decision-making will still be needed	44	47,8	47,8	50,0
	No, AI will not significantly change HR	3	3,3	3,3	53,3
	Yes, it will become essential in HR	43	46,7	46,7	100,0
	Total	92	100,0	100,0	

Table 4. 39: Perceived Future Role of AI in HR

Question 35 is about how people see the future role of AI in HR, with the answers recording 46.7% that AI will become essential in HR in the years to come, while 47.8% answered “Maybe, but human decision-making will still be needed”. It is worth mentioning that almost all participants recognize the decisive role of AI in the future of HR.

4.7.2 Q36. Should companies prioritize AI development or focus on ethical concerns first?

		Frequency	Percent	ValidPercent	Cumulative Percent
Valid	AI development should be the priority	10	10,9	10,9	10,9
	Both should be balanced equally	42	45,7	45,7	56,5
	Ethics and regulations should come first	40	43,5	43,5	100,0
	Total	92	100,0	100,0	

Table 4. 40: Views on Prioritizing AI Development and Ethical Concerns

Question 36 presents a dilemma for companies if they should give priority to AI development or focus on ethical concerns first. Most of the answers were “both should be balanced equally” with 45.7%, while 43.5% answered that “ethics and regulations should come first” and only 10.9% chose “AI development should be the priority”. This finding demonstrates that participants consider the ethical dimension to be as important as technological progress.

As the results showed, it feels like that AI will be in the spotlight in HR processes for the next years but human supervision will be necessary. Most of the participants chose the answer “Maybe, but human decision-making will still be needed” when at the same time the answer “AI will become essential in HR” was also chosen in a high rate. On the other hand, a very small group of participants believes that AI systems will not have important impact in HR practices.

Chi-square tests were then applied in order to examine possible differences based on gender and age.

Crosstab

Count

		1. Select your gender		Total
		Female	Male	
35. Do you think AI will play a significant role in HR over the next years?	I don't know	1	1	2
	Maybe, but human decision-making will still be needed	16	28	44
	No, AI will not significantly change HR	1	2	3
	Yes, it will become essential in HR	18	25	43
Total		36	56	92

Table 4. 41: Cross-Tabulation of Views on AI's Future Role in HR by Gender

Chi-Square Tests

	Value	Df	Asymptotic Significance (2-sided)
Pearson Chi-Square	,418 ^a	3	,937
Likelihood Ratio	,416	3	,937
N of Valid Cases	92		

a. 4 cells (50,0%) have expected count less than 5. The minimum expected count is ,78.

Table 4. 42: Chi-Square Analysis of Gender Differences in Perceptions of AI's Future Role in HR

The results of Chi-square test regarding gender differences did not show a statistically significant difference between gender and expectations regarding the future role of AI in HR ($\chi^2 = 0.418$, $p = 0.937 > 0.05$). Both men and women appear to be positive towards the future use of AI but believe that human decision-making will continue to be necessary.

Crosstab

Count

		2. Select your age					Total
		18 -25	25 -35	35 -45	45 -55	Older than 55 years old.	
35. Do you think AI will play a significant role in HR over the next years?	I don't know	0	1	1	0	0	2
	Maybe, but human decision-making will still be needed	0	8	27	8	1	44
	No, AI will not significantly change HR	0	1	2	0	0	3
	Yes, it will become essential in HR	2	11	26	2	2	43
Total		2	21	56	10	3	92

Table 4. 43: Perceived Future Role of AI in HR by Age Group

Chi-Square Tests

	Value	Df	Asymptotic Significance (2-sided)
Pearson Chi-Square	8,476 ^a	12	,747
Likelihood Ratio	9,830	12	,631
N of Valid Cases	92		

a. 16 cells (80,0%) have expected count less than 5. The minimum expected count is ,04.

Table 4. 44: Chi-Square Analysis of Age Differences in Perceptions of AI's Future Role in HR

Likewise, the Chi-square test for age did not show a statistically significant relationship between age group and expectations regarding the role of AI in HR ($\chi^2 = 8.476$, $p = 0.747 > 0.05$). Even so, this result should be viewed with caution, because a large percentage of cells presented expected frequencies less than 5, which affects the reliability of the test. In summary, the results shows that employees no matter of gender or age, expect an increment in using AI in HR, but human participation will be necessary.

5. DISCUSSION

5.1 Introduction

In this chapter findings of the survey are linked to the research questions and a total evaluation of these findings is made.

5.2 Discussion of Research Question 1

Findings of RQ1 of this section show a medium to high familiarity level of participants with technology in HRM, but when it comes to AI applications, familiarity is significant low. Companies that use technology in HR mostly focus on flexibility and time saving applications such as teleworking, while use of more advanced systems and AI are still in early stage.

The statistical significance according to One-Way ANOVA confirms that employees in the technology and financial services sectors appear more familiar than employees in traditional sectors. This finding is in line with the Technology Acceptance Model (TAM) according to which users accept a new technology only if they believe that they can use it easily and that it is useful to them.

5.3 Discussion of Research Question 2

Analyzing RQ2, the findings show that the implementation of AI in Greek companies is in an early and transitional stage, although the companies that adopt AI in HR save time in repetitive tasks. Also, the findings in correlation analysis showed statistically important positive relationships between the effectiveness of AI as perceived by employees and critical factors of the work experience. To be more specific, effectiveness of AI is

positively related with enthusiasm when using digital tools, the feeling of connection with the targets of the organization, satisfaction with the digital support of HR department and the reduction of the repetitive tasks. In addition, a strong connection was found between technological enthusiasm and the alignment of employees with the targets of the company. These results show that digital transformation and AI application in HRM are not simply limited to automation, but they also empower the workforce. These findings confirm the literature review of Chapter 2 and are aligned with the e-HRM systems and TAM model.

5.4 Discussion of Research Question 3

Examining RQ3 the multiple challenges of technology and particularly of remote work matters such as communication between coworkers and collaboration, performance monitoring and balance between personal and professional life are mentioned. The findings of this research shows that the presented challenges shows that the insertion of technology without limitations and clear organizational borders can create negative experience to the employees and increase the work stress.

Results show that employees realize the benefits and the challenges of remote work in the same way no matter their gender or age. This result shows that the challenges of remote work are general and the same for everyone and every organization affecting the whole workforce. These difficulties are created not because of the characteristics of the employees, but from the generic organizational culture of companies.

5.5 Discussion of Research Question 4

Regarding RQ4, the connection between technology implementation and work-life balance is examined. The findings show that technology offers more flexibility to most of

the employees in working hours offering them a more balanced personal and professional life.

This findings are aligned with the literature of e-HRM, with the Technology Acceptance Model (TAM) (Davis,1989) and the UTAUT theory (Venkatesh et al., 2003) as the employee who uses this technology can improve his work performance and it is easily used. However, many of the participants (44.6%) is cautious or neutral when it comes to applications of mental health support, and this is a challenge to be addressed in the years to come.

5.6 Discussion of Research Question 5

In RQ5 are imprinted the employees concerns about data privacy and GDPR compliance. Analyzing the findings show that the organizations do not have the absolute trust of their employees. Despite organizations state that they do comply with national and European privacy laws, a big part of the participants are cautious about AI systems and their decision making without human supervision. Also, many of the participants are not convinced about GDPR compliance and other AI practices in HR of their companies. These make them worry about their personal data management and the possibility of unauthorized access to them and in combination with the lack of transparency in AI systems processes and employee monitoring, the levels of work stress is increasing dangerously.

5.7 Discussion of Research Question 6

Findings of RQ6, show that there are difficulties in inserting AI technology in HRM systems and that is because of the ethical constrains and algorithmic bias. Findings from statistical analysis show that there is uncertainty from the employees in performance evaluation processes from automated systems creating feelings of insecurity and

uncertainty on decision-making. These findings are also aligned with the literature review of AI algorithms and the lack of transparency. Measures that can be adopted about these ethical challenges is the constant human supervision and the use of AI in HR departments only for support. The technology acceptance models from literature review TAM and UTAUT, according to which trust and social influence are basic for the intention to use a system, find application in this occasion.

5.8 Discussion of Research Question 7

Evaluating the findings of RQ7, it is shown that the dominance of AI is recognized by everyone, and in future AI in HR departments will be necessary in organizations and it will transform the industry operations, but the human factor will be necessary as well because human decision-making is and will be irreplaceable. The statistical results of the findings showed that there are no differences in participants' views in relation to gender or age, making a homogenous sample about the expectations of the future dominance of AI operations in organizations.

5.9 Theoretical Implications

Findings of this research enhance and extend the already accepted technology frameworks particularly the Technology Acceptance Model (TAM) and the Unified Theory of Acceptance and Use of Technology (UTAUT). Data shows that although the benefits from adopting technology and e-HRM are many, the concerns of data privacy and ethical issues are acting in a negative way.

This research contributes to e-HRM literature showing that the acceptance models need to be updated including variables of transparency, legal certainty and perceived algorithmic bias, because these variables are connected to employee trust and satisfaction.

5.10 Practical Implications

The practical implications occurring from this research contain a guidance to HR professionals operating in the Greek private sector. The trust of the employees to the organization is directly connected to transparency of the operations and as a result companies should openly give feedback of how employees data are collected and evaluated. Also, because of the reason that remote work causes problems in communication and collaboration, companies should adopt strict rules and frameworks while at the same time provides digital training. Finally, organizations should adopt hybrid HR operations where AI automates tasks and at the same will be overviewed by humans.

5.11 Limitations of the Study

Although the present study results in interesting conclusions, there are a few limitations in our methodology. The most important limitation comes from the method of data collection, convenience and snowball sampling, that limits the conclusions from generalizing to all Greek organizations. Another limitation lays on the demographic distribution where the sample size is $N=92$, and in combination with the concentration of the sample from the technology sector with 39.1%, postgraduate holders with 76% and the age group of 35–45 with 60.9% limits the objective representation of the workforce. Also, the digital questionnaire carries the risk of subjective bias.

6. CONCLUSIONS & RECOMMENDATIONS

6.1 Conclusions

The purpose of this chapter is to show the results of this research, as well limitations that came during the analysis and also propose for future researches to be examined.

From all 92 participants, 56 of them were male (60,9%) while 36 were female (39,1%), 77 of them (83,7%) are between 25-45 years old, and 70 of them (76,1%) have completed postgraduate education. The majority of the participants 60 are employees (65,2%) while 24 of them (26,1%) are managers or supervisors of their department. 25 of them (27,2%) work in organizations with more than 2000 employees, 23 of them (25%) work in organizations of 200 to 2000 employees and 44 of them (47,8%) in organizations with less than 200 employees.

The findings of this research show that Artificial Intelligence and digital technologies have a considerable impact in Human Resource Management practices in the Greek private sector. The results showed that there is a small implementation of technological tools in HR functions which is growing gradual. Familiarity of AI applications is still at a low level which shows that employees need to be trained in order to develop more digital skills in their organizations.

A deeper study of the findings discussed in Chapter 5 shows that the Greek private sector is in a transitional stage of implementing advanced technologies in HRM. Most employees are familiar with common technologies such as teleworking, but more advanced technologies such as AI applications are less familiar.

In contrast, businesses that are familiar with technology use AI tools in training, recruitment and performance evaluation of employees, but at the same time they appear very cautious when it comes for strategic processes. As a result, it seems that AI is mostly used as a tool to automate processes and improve efficiency.

It is encouraging the fact that employees recognize the important benefits of using technology, because advantages such as reducing time in work tasks, and also reducing repetitive tasks can enhance the work experience.

AI use is connected with the employee experience. Technological tools reduce burden of work and repetitive tasks and also provide support, and as a result employees feel satisfied and more enthusiastic and feel more connected to the vision of the organization. AI is not just an automation, it is a technology that enhance productivity and alignment with the strategic direction of the organization.

Results also show that technology creates a few challenges that need to take in consideration. Employees can be more flexible with remote work and improve their work-life balance, but it can also lead to bad communication and collaboration with coworkers especially when clear boundaries and procedures are missing, and in combination with the possibility of excessive monitoring can increase the levels the work stress.

Relating to remote work, technology has contributed in a major way in improving flexibility at work and the balance between personal and professional life, but challenges such as communication, collaboration and maintaining organizational culture still exist. Furthermore, employees seem to be worried about using technology for mental health support, and also feel uncomfortable about data privacy safety, or transparency of the algorithm and the fairness of decisions that are made through AI systems. In conclusion, the successful use of AI in HR depends definitely in technological progress, but also on ensuring transparency, reliability and compliance with data protection requirements.

For an AI application of being successfully adopted in HRM, the most important factors are privacy protection, ethical constraints and employees trust. Participants' answers showed that AI should only be supportive to HR processes, that performance evaluation and critical decisions should not be fully automated by AI applications but only be made when supervised by humans.

Finally, all these findings provided to us useful information about opportunities and risks of AI applications in HRM in the Greek private sector, and should be presented carefully because of the methodological limitations, such as convenience and snowball sampling,

the limited size of the sample, professional categories and specific demographic of participants.

6.2 Recommendations for further Study

As the present research provides some interesting findings about the use of AI and digital technologies in HR, still further research can be done in this area. Future researches could be conducted for a larger sample of employees to give a more generic perspective of the results and even compare between different business sectors or even between companies of different sizes.

Moreover, it could be useful to have a study to compare Greek and international organizations, in order to compare possible differences in the adoption of AI, in organizational culture and in employees' perceptions of digital HR practices.

An interesting study would be a research using qualitative methods, such as interviews or focus groups, with the aim of exploring in depth the concerns and expectations of employees towards the use of AI in HR processes.

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Appendix A: “Questionnaire”

Section 1: Demographic profile

1. **1. Select your gender ***

Mark only one oval.

- ☐ Male
- ☐ Female
- ☐ Prefer not to say

2. **2. Select your age ***

Mark only one oval.

- ☐ 18 - 25
- ☐ 25 - 35
- ☐ 35 - 45
- ☐ 45 – 55
- ☐ Older than 55 years old.

3. **3. What is your family status? ***

Mark only one oval.

- ☐ Single
- ☐ Married
- ☐ Married with children
- ☐ Divorced/Widow
- ☐ Divorced/Widow with children
- ☐ Other:

4. **4. Which of the following categories best describes your current employment status?** *

Mark only one oval.

- ☐ Full-time employed
- ☐ Part-time employed
- ☐ Self-employed
- ☐ Other:
—

5. **5. What is the highest level of education you have completed?** *

Mark only one oval.

- ☐ Compulsory education
- ☐ Secondary education
- ☐ Higher education
- ☐ Postgraduate education
- ☐ Other:
—

Section 2: General Information

6. 6. Which industry does your company belong to? *

Mark only one oval.

☐ Manufacturing

☐ Technology

☐ Healthcare

☐ Retail

☐ Finance

☐ Other:

7. 7. How many employees does your company have? *

Mark only one oval.

☐ Less than 10

☐ 10–50

☐ 50–200

☐ 200–1000

☐ 1000–2000

☐ More than 2000

8. **8.What is your role in the Organization? ***

Mark only one oval.

- ☐ Manager/Supervisor
- ☐ HR Professional
- ☐ Employee
- ☐ Director
- ☐ Board member
- ☐ Other:
—

Section 3: Technology Adoption in HRM

9. **9. How has technology impacted the efficiency of HRM processes in your organization? ***

Mark only one oval.

- ☐ Not impacted at all
- ☐ No major impact
- ☐ Neutral
- ☐ Somewhat improved efficiency
- ☐ Significantly improved efficiency
- ☐ I don't know

10. 10. Which HR technologies are currently used in your company? (more than one can apply) *

Tick all that apply.

- ☐ AI for recruitment (e.g., automated screening)
- ☐ AI for employee training
- ☐ Performance management software
- ☐ Remote work tools
- ☐ HR analytics for decision-making
- ☐ None of the above
- ☐ Other: _____

Section 4: Artificial Intelligence (AI) in HRM

11. 11. How familiar are you with AI applications in HR? *

Mark only one oval.

	1	2	3	4	5	
Not	☐	☐	☐	☐	☐	Very familiar

12. 12. Has your company implemented AI in any of the following HR functions? (more answers than one can be applied) *

Tick all that apply.

- ☐ Recruitment
- ☐ Employee training
- ☐ Employee development
- ☐ Candidate screening
- ☐ Performance evaluation
- ☐ Decision-making and workforce planning
- ☐ We do not use AI in HR

13. 13. How effective do you think AI is in improving HR processes? *

Mark only one oval.

	1	2	3	4	5	
Not	☐	☐	☐	☐	☐	Very effective

14. 14. What do you see as the biggest benefit of AI in HRM? *

Mark only one oval.

- ☐ Better decision-making
- ☐ Increased efficiency
- ☐ Reducing bias in recruitment and promotions
- ☐ Time saving in HR operations
- ☐ Cost savings in HR operations
- ☐ None of the above

15. 15. What do you see as the biggest challenge of AI in HRM? *

Mark only one oval.

- ☐ Lack of transparency
- ☐ Data privacy and security concerns
- ☐ High implementation costs
- ☐ Ethical concerns, such as potential bias in AI models
- ☐ Employees' resistance to AI processes
- ☐ None of the above

Section 5: Employee Engagement, Satisfaction, and Productivity

16. 16. Do you feel more enthusiastic about your work when using technological tools? *

Mark only one oval.

1 2 3 4 5

Not ☐ ☐ ☐ ☐ ☐ Very enthusiastic

17. 17. Does technology helps you feel more connected to your organization's goals? *

Mark only one oval.

1 2 3 4 5

Not ☐ ☐ ☐ ☐ ☐ Very connected

18. 18. Are you satisfied with the digital support provided by your HR department? *

Mark only one oval.

1 2 3 4 5

Not ☐ ☐ ☐ ☐ ☐ Very satisfied

19. 19. Does the use of AI/Technology reduce the burden of your repetitive tasks? *

Mark only one oval.

1 2 3 4 5

Not ☐ ☐ ☐ ☐ ☐ Very reduced

Section 6: Remote Work

20. **20. What challenges has remote work introduced for HRM in your organization? (more answers than one can be applied)** *

Tick all that apply.

- ☐ Communication and collaboration issues
- ☐ Monitoring employee performance
- ☐ Maintaining company culture
- ☐ Work-life balance challenges
- ☐ None of the above

21. **21. How has technology helped employees by working remotely in your organization?** *

Mark only one oval.

- ☐ Increased job satisfaction
- ☐ Improved work-life balance
- ☐ No impact
- ☐ Made work more difficult
- ☐ I don't know

Section 7: Work-Life Balance and Mental Health

22. **22. What role does technology play in supporting employees' work-life balance? (more answers than one can be applied)** *

Tick all that apply.

- ☐ Flexible work scheduling
- ☐ Wellness and mental health applications
- ☐ Employee support via chatbots
- ☐ I don't know

23. 23. How does your organization utilize technology to support or monitor employee mental health? (Select all that apply) *

Tick all that apply.

- ☐ Digital wellness and meditation applications (e.g., Headspace, Calm)
- ☐ Anonymous digital surveys to assess stress levels or job satisfaction
- ☐ Online counseling platforms or tele-therapy with specialists
- ☐ AI algorithms that analyze workload to prevent burnout
- ☐ My organization does not use technology for this purpose
- ☐ Other: _____

24. 24. How comfortable are employees with technology being used for mental health support? *

Mark only one oval.

	1	2	3	4	5	
Very	☐	☐	☐	☐	☐	Very comfortable

Section 8: GDPR and Data Privacy Concerns

25. 25. How concerned are you about data privacy in AI-driven HR processes? *

Mark only one oval.

- ☐ Not concerned at all
- ☐ Not very concerned
- ☐ Neutral
- ☐ Somehow concerned
- ☐ Very concerned
- ☐ I don't know

26. 26. How much do you trust AI to make fair decisions regarding your performance evaluation without human bias? *

Mark only one oval.

1 2 3 4 5

Not ☐ ☐ ☐ ☐ ☐ Completely

27. 27. How transparent do you believe are the AI algorithms used by HR regarding their decision-making process? *

Mark only one oval.

1 2 3 4 5

Not ☐ ☐ ☐ ☐ ☐ Completely

28. 28. Which GDPR-related issues in AI-powered HR systems concern you the most? (more than one can apply) *

Tick all that apply.

- ☐ Data collection and employee consent
- ☐ Transparency in how AI makes decisions
- ☐ Security of employee data
- ☐ Automated decision-making (without human oversight)
- ☐ I don't know

29. **29. Does the company ensure compliance with GDPR application when using AI for HR?** *

Mark only one oval.

- ☐ Yes, we follow strict compliance rules
- ☐ We try, but we don't follow strict compliance rules
- ☐ No, GDPR compliance is not a priority
- ☐ It's not applicable
- ☐ I don't know

Section 9: Ethical Considerations and AI Challenges

30. **30. Do you believe AI should completely replace human decision-making in HR?** *

Mark only one oval.

- ☐ Yes, AI should fully automate HR decisions
- ☐ No, AI should only assist HR professionals
- ☐ It's not applicable
- ☐ I don't know

31. **31. Have you or your colleagues ever experienced bias from an AI system in HR (e.g., recruitment, promotions)?** *

Mark only one oval.

- ☐ Yes
- ☐ No
- ☐ It's not applicable

32. **32. What is the best way to reduce bias in AI systems in HR? (more than one can apply)** *

Tick all that apply.

- ☐ Keeping human oversight in all AI-driven HR processes
- ☐ More transparency in AI algorithms
- ☐ Avoiding over-reliance on AI for critical HR decisions
- ☐ I don't know

33. **33. Would you feel comfortable if AI was used to evaluate your performance at work?** *

Mark only one oval.

- ☐ Yes
- ☐ No, I prefer human driven evaluations
- ☐ It's not applicable
- ☐ I don't know

34. **34. I feel that the introduction of AI in HR processes has made my work-life balance more difficult.** *

Mark only one oval.

1 2 3 4 5

Strongly Disagree ☐ ☐ ☐ ☐ ☐ Strongly Agree

Section 10: Future of AI in HRM

Section 10: Future of AI in HRM

35. 35. Do you think AI will play a significant role in HR over the next years? *

Mark only one oval.

- ☐ Yes, it will become essential in HR
- ☐ Maybe, but human decision-making will still be needed
- ☐ No, AI will not significantly change HR
- ☐ I don't know

36. 36. Should companies prioritize AI development or focus on ethical concerns first? *

Mark only one oval.

- ☐ AI development should be the priority
- ☐ Ethics and regulations should come first
- ☐ Both should be balanced equally
- ☐ I don't know

Appendix B: “SPSS/Excel results”

1. Selectyourgender

		Frequency	Percent	ValidPercent	CumulativePercent
Valid	Female	36	39,1	39,1	39,1
	Male	56	60,9	60,9	100,0
	Total	92	100,0	100,0	

2. Selectyourage

		Frequency	Percent	ValidPercent	CumulativePercent
Valid	18 - 25	2	2,2	2,2	2,2
	25 - 35	21	22,8	22,8	25,0
	35 - 45	56	60,9	60,9	85,9
	45 – 55	10	10,9	10,9	96,7
	Olderthan 55 yearsold.	3	3,3	3,3	100,0
	Total	92	100,0	100,0	

3. What is your family status?

		Frequency	Percent	ValidPercent	CumulativePercent
Valid	Divorced/Widowwithchildren	2	2,2	2,2	2,2
	In relationship	1	1,1	1,1	3,3
	Married	17	18,5	18,5	21,7
	Marriedwithchildren	36	39,1	39,1	60,9
	Single	35	38,0	38,0	98,9
	Singlewithonechild	1	1,1	1,1	100,0
	Total	92	100,0	100,0	

4. Which of the following categories best describes your current employment status?

		Frequency	Percent	ValidPercent	CumulativePercent
Valid	Full-timeemployed	87	94,6	94,6	94,6
	Part-timeemployed	3	3,3	3,3	97,8
	Self-employed	2	2,2	2,2	100,0
	Total	92	100,0	100,0	

5. What is the highest level of education you have completed?

		Frequency	Percent	ValidPercent	CumulativePercent
Valid	BEng/MSc/MBA	1	1,1	1,1	1,1
	Highereducation	19	20,7	20,7	21,7
	Master	1	1,1	1,1	22,8
	MSc	1	1,1	1,1	23,9
	Postgraduateeducation	67	72,8	72,8	96,7
	Secondaryeducation	3	3,3	3,3	100,0
	Total	92	100,0	100,0	

6. Which industry does your company belong to?

		Frequency	Percent	ValidPercent	CumulativePercent
Valid	AirForce	1	1,1	1,1	1,1
	Bookpublishers	1	1,1	1,1	2,2
	Chemical industry	1	1,1	1,1	3,3
	Construction	1	1,1	1,1	4,3
	Consulting	1	1,1	1,1	5,4
	Culture	1	1,1	1,1	6,5
	Defence	1	1,1	1,1	7,6
	E-commerce	1	1,1	1,1	8,7
	Education	2	2,2	2,2	10,9
	Finance	13	14,1	14,1	25,0
	FMCG	1	1,1	1,1	26,1
	Food	1	1,1	1,1	27,2
	Gaming	1	1,1	1,1	28,3
	Healthcare	8	8,7	8,7	37,0
	Hospitality	1	1,1	1,1	38,0
	Manufacturing	10	10,9	10,9	48,9
	Publicsector	1	1,1	1,1	50,0
	Retail	7	7,6	7,6	57,6
	Services	1	1,1	1,1	58,7
	Technology	36	39,1	39,1	97,8
	Transport	1	1,1	1,1	98,9
	Transports	1	1,1	1,1	100,0
	Total	92	100,0	100,0	

7. How many employees does your company have?

		Frequency	Percent	ValidPercent	CumulativePercent
Valid	10–50	12	13,0	13,0	13,0
	1000–2000	7	7,6	7,6	20,7
	200–1000	16	17,4	17,4	38,0
	50–200	23	25,0	25,0	63,0
	Lessthan 10	9	9,8	9,8	72,8
	Morethan 2000	25	27,2	27,2	100,0
	Total	92	100,0	100,0	

8.What is your role in the Organization?

		Frequency	Percent	ValidPercent	CumulativePercent
Valid	Board member	4	4,3	4,3	4,3
	Director	3	3,3	3,3	7,6
	Employee	60	65,2	65,2	72,8
	InstructorPilot	1	1,1	1,1	73,9
	Manager/Supervisor	24	26,1	26,1	100,0
	Total	92	100,0	100,0	

AI for

		Frequency	Percent	ValidPercent	CumulativePercent
Valid	No	69	75,0	75,0	75,0
	Yes	23	25,0	25,0	100,0
	Total	92	100,0	100,0	

AI for employeeetraining

		Frequency	Percent	ValidPercent	CumulativePercent
Valid	No	73	79,3	79,3	79,3
	Yes	19	20,7	20,7	100,0
	Total	92	100,0	100,0	

Performancemanagementsoftware

		Frequency	Percent	ValidPercent	CumulativePercent
Valid	No	62	67,4	67,4	67,4
	Yes	30	32,6	32,6	100,0
	Total	92	100,0	100,0	

Remoteworktools

		Frequency	Percent	ValidPercent	CumulativePercent
Valid	No	43	46,7	46,7	46,7
	Yes	49	53,3	53,3	100,0
	Total	92	100,0	100,0	

HR analytics for decision-making

		Frequency	Percent	ValidPercent	CumulativePercent
Valid	No	67	72,8	72,8	72,8
	Yes	25	27,2	27,2	100,0
	Total	92	100,0	100,0	

None of the above

		Frequency	Percent	ValidPercent	CumulativePercent
Valid	No	72	78,3	78,3	78,3
	Yes	20	21,7	21,7	100,0
	Total	92	100,0	100,0	

I donotknow

		Frequency	Percent	ValidPercent	CumulativePercent
Valid	No	89	96,7	96,7	96,7
	Yes	3	3,3	3,3	100,0
	Total	92	100,0	100,0	

11. How familiar are you with AI applications in HR?

		Frequency	Percent	ValidPercent	CumulativePercent
Valid	1,0	31	33,7	33,7	33,7
	2,0	19	20,7	20,7	54,3
	3,0	23	25,0	25,0	79,3
	4,0	16	17,4	17,4	96,7
	5,0	3	3,3	3,3	100,0
	Total	92	100,0	100,0	

Recruitment

		Frequency	Percent	ValidPercent	CumulativePercent
Valid		66	71,7	71,7	71,7
	Yes	26	28,3	28,3	100,0
	Total	92	100,0	100,0	

Employee training

		Frequency	Percent	ValidPercent	CumulativePercent
Valid		59	64,1	64,1	64,1
	Yes	33	35,9	35,9	100,0
	Total	92	100,0	100,0	

Employee development

		Frequency	Percent	ValidPercent	CumulativePercent
Valid		66	71,7	71,7	71,7
	Yes	26	28,3	28,3	100,0
	Total	92	100,0	100,0	

Candidate screening

		Frequency	Percent	ValidPercent	CumulativePercent
Valid		68	73,9	73,9	73,9
	Yes	24	26,1	26,1	100,0
	Total	92	100,0	100,0	

Decision-making and workforce planning

		Frequency	Percent	ValidPercent	CumulativePercent
Valid		79	85,9	85,9	85,9
	Yes	13	14,1	14,1	100,0
	Total	92	100,0	100,0	

Performance evaluation

		Frequency	Percent	ValidPercent	CumulativePercent
Valid		65	70,7	70,7	70,7
	Yes	27	29,3	29,3	100,0
	Total	92	100,0	100,0	

We do not use AI in HR

		Frequency	Percent	ValidPercent	CumulativePercent
Valid		58	63,0	63,0	63,0
	Yes	34	37,0	37,0	100,0
	Total	92	100,0	100,0	

13. How effective do you think AI is in improving HR processes?

		Frequency	Percent	ValidPercent	CumulativePercent
Valid	1,0	3	3,3	3,3	3,3
	2,0	9	9,8	9,8	13,0
	3,0	40	43,5	43,5	56,5
	4,0	32	34,8	34,8	91,3
	5,0	8	8,7	8,7	100,0
	Total	92	100,0	100,0	

14. What do you see as the biggest benefit of AI in HRM?

		Frequency	Percent	ValidPercent	CumulativePercent
Valid	Better decision-making	6	6,5	6,5	6,5
	Cost savings in HR operations	6	6,5	6,5	13,0
	Increased efficiency	10	10,9	10,9	23,9
	None of the above	5	5,4	5,4	29,3
	Reducing bias in and promotions	3	3,3	3,3	32,6
	Reducing bias in recruitment and promotions	11	12,0	12,0	44,6
	Time saving in HR operations	51	55,4	55,4	100,0
	Total	92	100,0	100,0	

15. What do you see as the biggest challenge of AI in HRM?

		Frequency	Percent	ValidPercent	CumulativePercent
Valid	Data privacy and security concerns	21	22,8	22,8	22,8
	Employees' resistance to AI processes	18	19,6	19,6	42,4
	Ethical concerns, such as potential bias in AI models	33	35,9	35,9	78,3
	High implementation costs	5	5,4	5,4	83,7
	Lack of transparency	10	10,9	10,9	94,6
	None of the above	5	5,4	5,4	100,0
	Total	92	100,0	100,0	

16. Do you feel more enthusiastic about your work when using technological tools?

		Frequency	Percent	ValidPercent	CumulativePercent
Valid	1,0	2	2,2	2,2	2,2
	2,0	7	7,6	7,6	9,8
	3,0	23	25,0	25,0	34,8
	4,0	33	35,9	35,9	70,7
	5,0	27	29,3	29,3	100,0
	Total	92	100,0	100,0	

17. Does technology helps you feel more connected to your organization's goals?

		Frequency	Percent	ValidPercent	CumulativePercent
Valid	1,0	5	5,4	5,4	5,4
	2,0	8	8,7	8,7	14,1
	3,0	28	30,4	30,4	44,6
	4,0	30	32,6	32,6	77,2
	5,0	21	22,8	22,8	100,0
	Total	92	100,0	100,0	

18. Are you satisfied with the digital support provided by your HR department?

		Frequency	Percent	ValidPercent	CumulativePercent
Valid	1,0	8	8,7	8,7	8,7
	2,0	20	21,7	21,7	30,4
	3,0	31	33,7	33,7	64,1
	4,0	23	25,0	25,0	89,1
	5,0	10	10,9	10,9	100,0
	Total	92	100,0	100,0	

Communication and collaboration issues

		Frequency	Percent	ValidPercent	CumulativePercent
Valid		49	53,3	53,3	53,3
	Yes	43	46,7	46,7	100,0
	Total	92	100,0	100,0	

Maintaining company culture

		Frequency	Percent	ValidPercent	CumulativePercent
Valid		66	71,7	71,7	71,7
	Yes	26	28,3	28,3	100,0
	Total	92	100,0	100,0	

Work-life balance challenges

		Frequency	Percent	ValidPercent	CumulativePercent
Valid		55	59,8	59,8	59,8
	Yes	37	40,2	40,2	100,0
	Total	92	100,0	100,0	

Monitoring employee performance

		Frequency	Percent	ValidPercent	CumulativePercent
Valid		64	69,6	69,6	69,6
	Yes	28	30,4	30,4	100,0
	Total	92	100,0	100,0	

Noneo+Form Responses+Form Responses[[#Κεφαλίδες];[None of the above2]]

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid		76	82,6	82,6	82,6
	Yes	16	17,4	17,4	100,0
	Total	92	100,0	100,0	

21. How has technology helped employees by working remotely in your organization?

		Frequency	Percent	ValidPercent	CumulativePercent
Valid	I don't know	13	14,1	14,1	14,1
	Improved work-life balance	49	53,3	53,3	67,4
	Increased job satisfaction	18	19,6	19,6	87,0
	Made work more difficult	3	3,3	3,3	90,2
	No impact	9	9,8	9,8	100,0
	Total	92	100,0	100,0	

Flexible work scheduling

		Frequency	Percent	ValidPercent	CumulativePercent
Valid		27	29,3	29,3	29,3
	Yes	65	70,7	70,7	100,0
	Total	92	100,0	100,0	

Wellness and mental health applications

		Frequency	Percent	ValidPercent	CumulativePercent
Valid		61	66,3	66,3	66,3
	Yes	31	33,7	33,7	100,0
	Total	92	100,0	100,0	

Employee support via chatbots

		Frequency	Percent	ValidPercent	CumulativePercent
Valid		82	89,1	89,1	89,1
	Yes	10	10,9	10,9	100,0
	Total	92	100,0	100,0	

I don't know

		Frequency	Percent	ValidPercent	CumulativePercent
Valid		77	83,7	83,7	83,7
	Yes	15	16,3	16,3	100,0
	Total	92	100,0	100,0	

23. How does your organization utilize technology to support or monitor employee mental health? (Select all that apply)

		Frequency	Percent
Missing	System	92	100,0

Digital wellness and meditation applications (e.g., Headspace, Calm)

		Frequency	Percent	ValidPercent	CumulativePercent
Valid		76	82,6	82,6	82,6
	Yes	16	17,4	17,4	100,0
	Total	92	100,0	100,0	

Anonymous digital surveys to assess stress levels or job satisfaction

		Frequency	Percent	ValidPercent	CumulativePercent
Valid		70	76,1	76,1	76,1
	Yes	22	23,9	23,9	100,0
	Total	92	100,0	100,0	

Online counseling platforms or tele-therapy with specialists

		Frequency	Percent	ValidPercent	CumulativePercent
Valid		66	71,7	71,7	71,7
	Yes	26	28,3	28,3	100,0
	Total	92	100,0	100,0	

AI algorithms that analyze workload to prevent burnout

		Frequency	Percent	ValidPercent	CumulativePercent
Valid		39	42,4	42,4	42,4
	Yes	53	57,6	57,6	100,0
	Total	92	100,0	100,0	

AI algorithms that analyze workload to prevent burnout2

		Frequency	Percent	ValidPercent	CumulativePercent
Valid		88	95,7	95,7	95,7
	Yes	4	4,3	4,3	100,0
	Total	92	100,0	100,0	

24. How comfortable are employees with technology being used for mental health support?

		Frequency	Percent	ValidPercent	CumulativePercent
Valid	1,0	14	15,2	15,2	15,2
	2,0	23	25,0	25,0	40,2
	3,0	41	44,6	44,6	84,8
	4,0	12	13,0	13,0	97,8
	5,0	2	2,2	2,2	100,0
	Total	92	100,0	100,0	

25. How concerned are you about data privacy in AI-driven HR processes?

		Frequency	Percent	ValidPercent	CumulativePercent
Valid	I don't know	4	4,3	4,3	4,3
	Neutral	23	25,0	25,0	29,3
	Not concerned at all	3	3,3	3,3	32,6
	Not very concerned	8	8,7	8,7	41,3
	Somehow concerned	27	29,3	29,3	70,7
	Very concerned	27	29,3	29,3	100,0
	Total	92	100,0	100,0	

26. How much do you trust AI to make fair decisions regarding your performance evaluation without human bias?

		Frequency	Percent	ValidPercent	CumulativePercent
Valid	1,0	15	16,3	16,3	16,3
	2,0	31	33,7	33,7	50,0
	3,0	30	32,6	32,6	82,6
	4,0	16	17,4	17,4	100,0
	Total	92	100,0	100,0	

27. How transparent do you believe are the AI algorithms used by HR regarding their decision-making process?

		Frequency	Percent	ValidPercent	CumulativePercent
Valid	1,0	3	3,3	3,3	3,3
	2,0	29	31,5	31,5	34,8
	3,0	38	41,3	41,3	76,1
	4,0	20	21,7	21,7	97,8
	5,0	2	2,2	2,2	100,0
	Total	92	100,0	100,0	

Data collection and employee consent

		Frequency	Percent	ValidPercent	CumulativePercent
Valid		87	94,6	94,6	94,6
	Yes	5	5,4	5,4	100,0
	Total	92	100,0	100,0	

Transparency in how AI makes decisions

		Frequency	Percent	ValidPercent	CumulativePercent
Valid		67	72,8	72,8	72,8
	Yes	25	27,2	27,2	100,0
	Total	92	100,0	100,0	

Security of employee data

		Frequency	Percent	ValidPercent	CumulativePercent
Valid		80	87,0	87,0	87,0
	Yes	12	13,0	13,0	100,0
	Total	92	100,0	100,0	

Automated decision-making (without human oversight)

		Frequency	Percent	ValidPercent	CumulativePercent
Valid		68	73,9	73,9	73,9
	Yes	24	26,1	26,1	100,0
	Total	92	100,0	100,0	

I don't know3

		Frequency	Percent	ValidPercent	CumulativePercent
Valid		84	91,3	91,3	91,3
	Yes	8	8,7	8,7	100,0
	Total	92	100,0	100,0	

29. Does the company ensure compliance with GDPR application when using AI for HR?

		Frequency	Percent	ValidPercent	CumulativePercent
Valid	I don't know	28	30,4	30,4	30,4
	It's not applicable	8	8,7	8,7	39,1
	No, GDPR compliance is not a priority	8	8,7	8,7	47,8
	We try, but we don't follow strict compliance rules	12	13,0	13,0	60,9
	Yes, we follow strict compliance rules	36	39,1	39,1	100,0
	Total	92	100,0	100,0	

30. Do you believe AI should completely replace human decision-making in HR?

		Frequency	Percent	ValidPercent	CumulativePercent
Valid	I don't know	7	7,6	7,6	7,6
	It's not applicable	10	10,9	10,9	18,5
	No, AI should only assist HR professionals	72	78,3	78,3	96,7
	Yes, AI should fully automate HR decisions	3	3,3	3,3	100,0
	Total	92	100,0	100,0	

31. Have you or your colleagues ever experienced bias from an AI system in HR (e.g., promotions)?

		Frequency	Percent	ValidPercent	CumulativePercent
Valid	I don't know	34	37,0	37,0	37,0
	It's not applicable	10	10,9	10,9	47,8
	No	36	39,1	39,1	87,0
	Yes	12	13,0	13,0	100,0
	Total	92	100,0	100,0	

Keeping human oversight in all AI-driven HR processes

		Frequency	Percent	ValidPercent	CumulativePercent
Valid		45	48,9	48,9	48,9
	Yes	47	51,1	51,1	100,0
	Total	92	100,0	100,0	

More transparency in AI algorithms

		Frequency	Percent	ValidPercent	CumulativePercent
Valid		64	69,6	69,6	69,6
	Yes	28	30,4	30,4	100,0
	Total	92	100,0	100,0	

Avoiding over-reliance on AI for critical HR decisions

		Frequency	Percent	ValidPercent	CumulativePercent
Valid		50	54,3	54,3	54,3
	Yes	42	45,7	45,7	100,0
	Total	92	100,0	100,0	

I don't know2

		Frequency	Percent	ValidPercent	CumulativePercent
Valid		76	82,6	82,6	82,6
	Yes	16	17,4	17,4	100,0
	Total	92	100,0	100,0	

33. Would you feel comfortable if AI was used to evaluate your performance at work?

		Frequency	Percent	ValidPercent	CumulativePercent
Valid	I don't know	9	9,8	9,8	9,8
	It's not applicable	6	6,5	6,5	16,3
	No, I prefer human driven evaluations	59	64,1	64,1	80,4
	Yes	18	19,6	19,6	100,0
	Total	92	100,0	100,0	

34. I feel that the introduction of AI in HR processes has made my work-life balance more difficult.

		Frequency	Percent	ValidPercent	CumulativePercent
Valid	1,0	8	8,7	8,7	8,7
	2,0	22	23,9	23,9	32,6
	3,0	50	54,3	54,3	87,0
	4,0	9	9,8	9,8	96,7
	5,0	3	3,3	3,3	100,0
	Total	92	100,0	100,0	

35. Do you think AI will play a significant role in HR over the next years?

		Frequency	Percent	ValidPercent	CumulativePercent
Valid	I don't know	2	2,2	2,2	2,2
	Maybe, but human decision-making will still be needed	44	47,8	47,8	50,0
	No, AI will not significantly change HR	3	3,3	3,3	53,3
	Yes, it will become essential in HR	43	46,7	46,7	100,0
	Total	92	100,0	100,0	

36. Should companies prioritize AI development or focus on ethical concerns first?

		Frequency	Percent	ValidPercent	CumulativePercent
Valid	AI development should be the priority	10	10,9	10,9	10,9
	Both should be balanced equally	42	45,7	45,7	56,5
	Ethics and regulations should come first	40	43,5	43,5	100,0
	Total	92	100,0	100,0	

Correlations

			26. How much do you trust AI to make fair decisions regarding your performance evaluation without human bias?	27. How transparent do you believe are the AI algorithms used by HR regarding their decision-making process?
Spearman's rho	26. How much do you trust AI to make fair decisions regarding your performance evaluation without human bias?	Correlation Coefficient Sig. (2-tailed) N	1,000 . 92	,452** ,000 92
	27. How transparent do you believe are the AI algorithms used by HR regarding their decision-making process?	Correlation Coefficient Sig. (2-tailed) N	,452** ,000 92	1,000 . 92

** . Correlation is significant at the 0.01 level (2-tailed).

Correlations

			26. How much do you trust AI to make fair decisions regarding your performance evaluation without human bias?	25. How concerned are you about data privacy in AI-driven HR processes?
Spearman's rho	26. How much do you trust AI to	Correlation Coefficient Sig. (2-tailed)	1,000 .	,266* ,010

	make fair decisions regarding your performance evaluation without human bias?	N	92	92
	25. How concerned are you about data privacy in AI-driven HR processes?	CorrelationCoefficient Sig. (2-tailed) N	,266* ,010 92	1,000 . 92

*. Correlation is significant at the 0.05 level (2-tailed).

Correlations

			25. How concerned are you about data privacy in AI-driven HR processes?	27. How transparent do you believe are the AI algorithms used by HR regarding their decision-making process?
Spearman'srho	25. How concerned are you about data privacy in AI-driven HR processes?	CorrelationCoefficient Sig. (2-tailed) N	1,000 . 92	,198 ,059 92
	27. How transparent do you believe are the AI algorithms used by HR regarding their decision-making process?	CorrelationCoefficient Sig. (2-tailed) N	,198 ,059 92	1,000 . 92

Correlations

			34. I feel that the introduction of AI in HR processes has made my work-life balance more difficult.	33. Would you feel comfortable if AI was used to evaluate your performance at work?
Spearman'srho	34. I feel that the	CorrelationCoefficient	1,000	,008

introduction of AI in HR processes has made my work-life balance more difficult.	Sig. (2-tailed) N	.	,938
		92	92
33. Would you feel comfortable if AI was used to evaluate your performance at work?	CorrelationCoefficient Sig. (2-tailed) N	,008 ,938	1,000 .
		92	92

CaseProcessingSummary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
35. Do you think AI will play a significant role in HR over the next years? * 1. Selectyourgender	92	100,0%	0	0,0%	92	100,0%
35. Do you think AI will play a significant role in HR over the next years? * 2. Selectyourage	92	100,0%	0	0,0%	92	100,0%

35. Do you think AI will play a significant role in HR over the next years? * 1. Selectyourgender

Crosstab

Count

		1. Selectyourgender		Total
		Female	Male	
35. Do you think AI will play a significant role in HR over the next years?	I don't know	1	1	2
	Maybe, but human decision-making will still be needed	16	28	44
	No, AI will not significantly change HR	1	2	3
	Yes, it will become essential in HR	18	25	43
Total		36	56	92

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	,418 ^a	3	,937
Likelihood Ratio	,416	3	,937
N of Valid Cases	92		

a. 4 cells (50,0%) have expected count less than 5. The minimum expected count is ,78.

35. Do you think AI will play a significant role in HR over the next years? * 2.
Select your age

Crosstab

Count

		2. Select your age					Total
		18 - 25	25 - 35	35 - 45	45 - 55	Older than 55 years old.	
35. Do you think AI will play a significant role in HR over the next years?	I don't know	0	1	1	0	0	2
	Maybe, but human decision-making will still be needed	0	8	27	8	1	44
	No, AI will not significantly change HR	0	1	2	0	0	3
	Yes, it will become essential in HR	2	11	26	2	2	43
Total		2	21	56	10	3	92

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	8,476 ^a	12	,747
Likelihood Ratio	9,830	12	,631
N of Valid Cases	92		

a. 16 cells (80,0%) have expected count less than 5. The minimum expected count is ,04.

CaseProcessingSummary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
11. How familiar are you with AI applications in HR? * 8.What is your role in the Organization?	92	100,0%	0	0,0%	92	100,0%

11. How familiar are you with AI applications in HR? * 8.What is your role in the Organization? Crosstabulation

Count

		8.What is your role in the Organization?					
		Board member	Director	Employee	Instructor/Pilot	Manager/Supervisor	Total
11. How familiar are you with AI applications in HR?	Not familiar at all	1	1	25	0	4	31
	Not very familiar	0	0	11	0	8	19
	Neutral	2	0	16	1	4	23
	Somehow familiar	1	2	6	0	7	16
	Very familiar	0	0	2	0	1	3
Total		4	3	60	1	24	92

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	20,650 ^a	16	,192
Likelihood Ratio	21,050	16	,177
N of Valid Cases	92		

a. 19 cells (76,0%) have expected count less than 5. The minimum expected count is ,03.

CaseProcessingSummary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
11. How familiar are you with AI applications in HR? * Role_Grouped	92	100,0%	0	0,0%	92	100,0%

11. How familiar are you with AI applications in HR? *

Role_Grouped Crosstabulation

Count

		Role_Grouped		Total
		Employee	ManagerialRole	
11. How familiar are you with AI applications in HR?	Notfamiliaratall	25	6	31
	Notveryfamiliar	11	8	19
	Neutral	17	6	23
	Somehowfamiliar	6	10	16
	Veryfamiliar	2	1	3
Total		61	31	92

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	9,993 ^a	4	,041
Likelihood Ratio	9,858	4	,043
Linear-by-Linear Association	4,693	1	,030
N of Valid Cases	92		

a. 2 cells (20,0%) have expected count less than 5. The minimum expected count is 1,01.

			13. How effective do you think AI is in improving HR processes?	16. Do you feel more enthusiastic about your work when using technological tools?	17. Does technology helps you feel more connected to your organization's goals?	18. Are you satisfied with the digital support provided by your HR department?	19. Does the use of AI/Technology reduce the burden of your repetitive tasks?
Spearman's rho	13. How effective do you think AI is in improving HR processes?	Correlation Coefficient Sig. (2-tailed) N	1,000 . 92	,388** ,000 92	,267* ,010 92	,348** ,001 92	,268** ,010 92
	16. Do you feel more enthusiastic about your work when using	Correlation Coefficient Sig. (2-tailed)	,388** ,000	1,000 .	,778** ,000	,333** ,001	,282** ,007

technological tools?	N	92	92	92	92	92
17. Does technology helps you feel more connected to your organization's goals?	Correlation Coefficient Sig. (2-tailed) N	,267* ,010 92	,778** ,000 92	1,000 . 92	,412** ,000 92	,246* ,018 92
18. Are you satisfied with the digital support provided by your HR department?	Correlation Coefficient Sig. (2-tailed) N	,348** ,001 92	,333** ,001 92	,412** ,000 92	1,000 . 92	,347** ,001 92
19. Does the use of AI/Technology reduce the burden of your repetitive tasks?	Correlation Coefficient Sig. (2-tailed) N	,268** ,010 92	,282** ,007 92	,246* ,018 92	,347** ,001 92	1,000 . 92

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

CaseProcessingSummary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
21. How has technology helped employees by working remotely in your organization? * 1. Select your gender	92	100,0%	0	0,0%	92	100,0%
21. How has technology helped employees by working remotely in your organization? * 2. Select your age	92	100,0%	0	0,0%	92	100,0%

21. How has technology helped employees by working remotely in your organization? * 3. What is your family status?	92	100,0%	0	0,0%	92	100,0%
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21. How has technology helped employees by working remotely in your organization?
* 1. Selectyourgender

Crosstab
Count

		1. Selectyourgender		Total
		Female	Male	
21. How has technology helped employees by working remotely in your organization?	I don't know	7	6	13
	Improved work-life balance	19	30	49
	Increased job satisfaction	6	12	18
	Made work more difficult	1	2	3
	No impact	3	6	9
Total		36	56	92

Chi-SquareTests

	Value	df	AsymptoticSignificance (2-sided)
Pearson Chi-Square	1,608 ^a	4	,807
Likelihood Ratio	1,583	4	,812
N of ValidCases	92		

a. 3 cells (30,0%) have expected count less than 5. The minimum expected count is 1,17.

21. How has technology helped employees by working remotely in your organization?
* 2. Selectyourage

Crosstab
Count

		2. Selectyourage					Total
		18 - 25	25 - 35	35 - 45	45 - 55	Olderthan 55 yearsold.	
21. How has	I don't know	0	1	10	2	0	13

technology helped employees by working remotely in your organization?	Improved work-life balance	2	13	27	5	2	49
	Increased job satisfaction	0	4	12	1	1	18
	Made work more difficult	0	0	2	1	0	3
	No impact	0	3	5	1	0	9
Total		2	21	56	10	3	92

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	8,785 ^a	16	,922
Likelihood Ratio	10,916	16	,815
N of Valid Cases	92		

a. 19 cells (76,0%) have expected count less than 5. The minimum expected count is ,07.

21. How has technology helped employees by working remotely in your organization?

* 3. What is your family status?

Crosstab

Count

		3. What is your family status?						Total
		Divorced/Widow with children	In relationship	Married	Married with children	Single	Single with no child	
21. How has technology helped employees by working remotely in your organization?	I don't know	1	0	4	5	3	0	13
	Improved work-life balance	0	0	7	21	20	1	49
	Increased job satisfaction	1	0	4	5	8	0	18
	Made work more difficult	0	1	1	0	1	0	3
	No impact	0	0	1	5	3	0	9
Total		2	1	17	36	35	1	92

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	40,617 ^a	20	,004
Likelihood Ratio	19,598	20	,483
N of Valid Cases	92		

a. 24 cells (80,0%) have expected count less than 5. The minimum expected count is ,03.

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
11. How familiar are you with AI applications in HR? * 6. Which industry does your company belong to?	92	100,0%	0	0,0%	92	100,0%

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
11. How familiar are you with AI applications in HR? * 6. Which industry does your company belong to?	92	100,0%	0	0,0%	92	100,0%

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	65,717 ^a	84	,930
Likelihood Ratio	60,938	84	,973
N of Valid Cases	92		

a. 106 cells (96,4%) have expected count less than 5. The minimum expected count is ,03.

11. How familiar are you with AI applications in HR? * 8.What is your role in the Organization? Crosstabulation

Count

		8.What is your role in the Organization?					Total
		Board member	Director	Employee	Instructor Pilot	Manager/Supervisor	
11. How familiar are you with AI applications in HR?	Not familiar at all	1	1	25	0	4	31
	Not very familiar	0	0	11	0	8	19
	Neutral	2	0	16	1	4	23
	Somehow familiar	1	2	6	0	7	16
	Very familiar	0	0	2	0	1	3
Total		4	3	60	1	24	92

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	20,650 ^a	16	,192
Likelihood Ratio	21,050	16	,177
N of Valid Cases	92		

a. 19 cells (76,0%) have expected count less than 5. The minimum expected count is ,03.

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
11. How familiar are you with AI applications in HR? * Role_Grouped	92	100,0%	0	0,0%	92	100,0%

11. How familiar are you with AI applications in HR? *

Role_Grouped Crosstabulation

Count

		Role_Grouped		Total
		Employee	Managerial Role	
11. How familiar are you with AI applications in HR?	Not familiar at all	25	6	31
	Not very familiar	11	8	19
	Neutral	17	6	23
	Somehow familiar	6	10	16
	Very familiar	2	1	3
Total		61	31	92

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	9,993 ^a	4	,041
Likelihood Ratio	9,858	4	,043
Linear-by-Linear Association	4,693	1	,030
N of Valid Cases	92		

a. 2 cells (20,0%) have expected count less than 5. The minimum expected count is 1,01.

Correlations

			13. How effective do you think AI is in improving HR processes?	16. Do you feel more enthusiastic about your work when using technological tools?	17. Does technology help you feel more connected to your organization's goals?	18. Are you satisfied with the digital support provided by your HR department?	19. Does the use of AI/Technology reduce the burden of your repetitive tasks?
Spearman's rho	13. How effective do you think AI is in improving HR processes?	Correlation Coefficient Sig. (2-tailed) N	1,000 . 92	,388** ,000 92	,267* ,010 92	,348** ,001 92	,268** ,010 92
	16. Do you feel more enthusiastic about your work when using technological tools?	Correlation Coefficient Sig. (2-tailed) N	,388** ,000 92	1,000 . 92	,778** ,000 92	,333** ,001 92	,282** ,007 92
	17. Does technology help you feel more connected to your organization's goals?	Correlation Coefficient Sig. (2-tailed) N	,267* ,010 92	,778** ,000 92	1,000 . 92	,412** ,000 92	,246* ,018 92

18. Are you satisfied with the digital support provided by your HR department?	Correlation Coefficient	,348**	,333**	,412**	1,000	,347**
	Sig. (2-tailed)	,001	,001	,000	.	,001
	N	92	92	92	92	92
19. Does the use of AI/Technology reduce the burden of your repetitive tasks?	Correlation Coefficient	,268**	,282**	,246*	,347**	1,000
	Sig. (2-tailed)	,010	,007	,018	,001	.
	N	92	92	92	92	92

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
21. How has technology helped employees by working remotely in your organization? * 1. Select your gender	92	100,0%	0	0,0%	92	100,0%
21. How has technology helped employees by working remotely in your organization? * 2. Select your age	92	100,0%	0	0,0%	92	100,0%
21. How has technology helped employees by working remotely in your organization? * 3. What is your family status?	92	100,0%	0	0,0%	92	100,0%

21. How has technology helped employees by working remotely in your organization?
*** 1. Selectyourgender**

Crosstab

Count

		1. Selectyourgender		Total
		Female	Male	
21. How has technology helped employees by working remotely in your organization?	I don'tknow	7	6	13
	Improvedwork-lifebalance	19	30	49
	Increasedjobsatisfaction	6	12	18
	Madeworkmoredifficult	1	2	3
	Noimpact	3	6	9
Total		36	56	92

Chi-SquareTests

	Value	df	AsymptoticSignificance (2-sided)
PearsonChi-Square	1,608 ^a	4	,807
LikelihoodRatio	1,583	4	,812
N of ValidCases	92		

a. 3 cells (30,0%) have expected count less than 5. The minimum expected count is 1,17.

21. How has technology helped employees by working remotely in your organization?
*** 2. Selectyourage**

Crosstab

Count

		2. Selectyourage					Total
		18 - 25	25 - 35	35 - 45	45 - 55	Olderthan 55 yearsold.	
21. How has technology helped employees by working remotely in your organization?	I don'tknow	0	1	10	2	0	13
	Improvedwork-lifebalance	2	13	27	5	2	49
	Increasedjobsatisfaction	0	4	12	1	1	18
	Madeworkmoredifficult	0	0	2	1	0	3
	Noimpact	0	3	5	1	0	9
Total		2	21	56	10	3	92

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	8,785 ^a	16	,922
Likelihood Ratio	10,916	16	,815
N of Valid Cases	92		

a. 19 cells (76,0%) have expected count less than 5. The minimum expected count is ,07.

21. How has technology helped employees by working remotely in your organization?
*** 3. What is your family status?**

Crosstab

Count

	3. What is your family status?						Total
	Divorced/Widow with children	In relationship	Married	Married with children	Single	Single with no child	
21. How I don't know	1	0	4	5	3	0	13
has Improved work	0	0	7	21	20	1	49
technology - life balance							
helped Increased job satisfaction	1	0	4	5	8	0	18
employees by Made work more difficult	0	1	1	0	1	0	3
working remotely No impact							
y in your organization?	0	0	1	5	3	0	9
Total	2	1	17	36	35	1	92

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	40,617 ^a	20	,004
Likelihood Ratio	19,598	20	,483
N of Valid Cases	92		

a. 24 cells (80,0%) have expected count less than 5. The minimum expected count is ,03.

CaseProcessingSummary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
21. How has technology helped employees by working remotely in your organization? * Family status Group	92	100,0%	0	0,0%	92	100,0%

21. How has technology helped employees by working remotely in your organization? * Family status GroupCrosstabulation

Count

		Family status Group		Total
		With Children	Without Children	
21. How has technology helped employees by working remotely in your organization?	I don't know	6	7	13
	Improved work-life balance	22	27	49
	Increased job satisfaction	6	12	18
	Made work more difficult	0	3	3
	No impact	5	4	9
Total		39	53	92

Chi-SquareTests

	Value	df	AsymptoticSignificance (2-sided)
PearsonChi-Square	3,652 ^a	4	,455
LikelihoodRatio	4,758	4	,313
N of ValidCases	92		

a. 3 cells (30,0%) have expected count less than 5. The minimum expected count is 1,27.

T-Test

GroupStatistics

	1. Selectyourgender	N	Mean	Std. Deviation	Std. ErrorMean
13. How effective do you think AI is in improving HR processes?	Male	56	3,429	,9507	,1270
	Female	36	3,250	,8062	,1344

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
13. How effective do you think AI is in improving HR processes?	Equal variances assumed	2,459	,120	,932	90	,354	,1786	,1917	-,2022	,5594
	Equal variances not assumed			,966	83,224	,337	,1786	,1849	-,1892	,5464

Group Statistics

	Role_Grouped	N	Mean	Std. Deviation	Std. Error Mean
13. How effective do you think AI is in improving HR processes?	Employee	61	3,311	,9581	,1227
	ManagerialRole	31	3,452	,7676	,1379

Independent Samples Test

	Levene's Test for Equality of Variances		t-test for Equality of Means						
	F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
								Lower	Upper
13. How effective do you think AI is in improving HR processes?	1,156	,285	-7,707	90	,482	-,1401	,1983	-,5341	,2539
Equal variances assumed									
Equal variances not assumed			-7,759	73,328	,450	-,1401	,1845	-,5079	,2276

Group Statistics

	Role_Grouped	N	Mean	Std. Deviation	Std. Error Mean
16. Do you feel more enthusiastic about your work when using technological tools?	Employee	61	3,852	1,0138	,1298
	ManagerialRole	31	3,774	1,0234	,1838

IndependentSamplesTest

	Levene's Test for Equality of Variances		t-test for Equality of Means						
	F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
								Lower	Upper
16. Do you feel more enthusiastic about your work when using technological tools?	Equal variances assumed ,272	,604	,349	90	,728	,0783	,2243	-,3674	,5239
	Equal variances not assumed		,348	59,934	,729	,0783	,2250	-,3719	,5284

GroupStatistics

	Family status Group	N	Mean	Std. Deviation	Std. Error Mean
16. Do you feel more enthusiastic about your work when using technological tools?	With Children	39	3,744	1,0187	,1631
	Without Children	53	3,887	1,0126	,1391

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
16. Do you feel more enthusiastic about your work when using technological tools?	Equal variances assumed	,678	,413	-,669	90	,505	-,1432	,2142	-,5687	,2823
	Equal variances not assumed			-,668	81,760	,506	-,1432	,2144	-,5697	,2833

Group Statistics

	1. Select your gender	N	Mean	Std. Deviation	Std. Error Mean
16. Do you feel more enthusiastic about your work when using technological tools?	Male	56	3,804	1,1188	,1495
	Female	36	3,861	,8333	,1389

Independent Samples Test

		Levene's Test for Equality of Variances	t-test for Equality of Means
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		F	Sig. (2-tailed)	df	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
							Lower	Upper
16. Do you feel more enthusiastic about your work when using technological tools?	Equal variances assumed	3,218	,076	190	-,0575	,2173	-,4893	,3742
	Equal variances not assumed		,282	87,953	-,0575	,2041	-,4631	,3480

Group Statistics

	1. Select your gender	N	Mean	Std. Deviation	Std. Error Mean
26. How much do you trust AI to make fair decisions regarding your performance evaluation without human bias?	Male	56	2,429	1,0244	,1369
	Female	36	2,639	,8669	,1445

Independent Samples Test

	Levene's Test for Equality of Variances	t-test for Equality of Means
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		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
26. How much do you trust AI to make fair decisions regarding your performance evaluation without human bias?	Equal variances assumed	2,262	,136	-1,019	90	,311	-,2103	,2064	-,6204	,1997
	Equal variances not assumed			-1,057	83,313	,294	-,2103	,1990	-,6062	,1855

Group Statistics

	Role Grouped	N	Mean	Std. Deviation	Std. Error Mean
26. How much do you trust AI to make fair decisions regarding your performance evaluation without human bias?	Employee	61	2,475	,9934	,1272
	Managerial Role	31	2,581	,9228	,1657

Independent Samples Test

	Levene's Test for Equality of Variances	t-test for Equality of Means
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		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
26. How much do you trust AI to make fair decisions regarding your performance evaluation without human bias?	Equal variances assumed	,528	,469	-,492	90	,624	-,1052	,2141	-,5305	,3200
	Equal variances not assumed			-,504	64,547	,616	-,1052	,2089	-,5225	,3121

ANOVA

11. How familiar are you with AI applications in HR?

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	1,790	2	,895	,606	,548
Within Groups	131,373	89	1,476		
Total	133,163	91			

ANOVA

19. Does the use of AI/Technology reduce the burden of your repetitive tasks?

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	4,964	2	2,482	2,907	,060
Within Groups	75,993	89	,854		
Total	80,957	91			

ANOVA

16. Do you feel more enthusiastic about your work when using technological tools?

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	7,093	2	3,546	3,665	,030
Within Groups	86,125	89	,968		
Total	93,217	91			

Author's Statement:

I hereby declare that, in accordance with article 8 of Law 1599/1986 and article 2.4.6 par. 3 of Law 1256/1982, this thesis/dissertation is solely a product of personal work and does not infringe any intellectual property rights of third parties and is not the product of a partial or total plagiarism, and the sources used are strictly limited to the bibliographic references.