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VISION

The vision of the journals is to provide an academic platform to scholars all over the world to publish their novel, original, empirical and high quality research work. It propose to encourage research relating to latest trends and practices in international business, finance, banking, service marketing, human resource management, corporate governance, social responsibility and emerging paradigms in allied areas of management. It intends to reach the researcher's with plethora of knowledge to generate a pool of research content and propose problem solving models to address the current and emerging issues at the national and international level. Further, it aims to share and disseminate the empirical research findings with academia, industry, policy makers, and consultants with an approach to incorporate the research recommendations for the benefit of one and all.

THE EFFECTIVE METHODS OF TEACHING ENGLISH AS A FOREIGN LANGUAGE (TEFL)

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ABSTRACT

The current study was conducted in Shiekan locality North Kordofan state, Sudan during the period 2023-2025. The problem of the study was that investigating the effective methods of teaching English as a foreign language in secondary schools. The study aimed at investigating the characteristics of effective English language teachers and to identify to overcome the challenges of teaching English as a foreign language. The study followed the descriptive analytical approach where 60 teachers were randomly selected from the total population of 60 English language teachers in secondary schools in Shiekan locality. A questionnaire was designed and distributed to the teachers. Data were analyzed by SPSS program version (20) using descriptive statistics. Results demonstrated that 96.4% of the respondents agreed with the opinion that teachers prioritize modern methodologies. About 78.5% of teachers agreed about supportive classroom environment. While 89.2% agreed that teachers must creatively adapt materials to overcome resource limitations. And 96.4% validated the use of visuals (e.g., videos, pictures) to clarify complex concepts. The study concluded that the dynamic interplay between teacher adaptability, methodological innovation, and learner engagement in TEFL. By aligning global best practices with localized needs. The study recommended that engaging in Continuous Professional Development (CPD) to stay updated on CLT, TBLT, and technology integration while fostering learner-centered classrooms through group work, visual aids, and regular feedback..

KEYWORDS: *Adaptability, Analytical, Demonstrated, Integration.*

1-INTRODUCTION

This study is a process to investigate the methods and challenges in teaching English as a foreign language at secondary schools in Shiekan locality. It deals with teachers and their teaching methodologies effectiveness. The study examines the difficulties connected to choosing the appropriate teaching approach into how it affects the learners of EFL. It suggests

using a student centered approach which is flexible for the student's needs. While it aim to show the importance of methods used by teachers and how it can impact and improve the student's language acquisition. Teachers participating in the study agree to use CLT approach and its effectiveness in teaching speaking skills. The study also illustrates how using different approach depends on the four skills (reading, listening, writing, and speaking) that is taught.

2-The problem of the study

Teaching English as a Foreign Language presents challenges, particularly for non-native English learners. To enhance language understanding and improve their teaching effectiveness, English language instructors must explore and identify effective methods for teaching English as a foreign language.

3-The objective of the study

This study aims to investigate the characteristics of effective English language teacher while identify and overcome the challenges of TEFL, to gain the effective methods of TEFL and facilitate English language acquisition.

4-MATERIAL and METHODS

The research will be descriptive and analytical. It will describe and analyze the qualitative data which will be collected through the questionnaire. After having responded to the questionnaire, the frequencies and means will be calculated through SPSS (Statistical Package for the Social Sciences). It will be used in testing the significance of the hypotheses. The study will be focusing on investigating the effective methods of TEFL specifically at Sheikan locality, Department of English Language during the academic year (2023-2025).

5-DATA ANALYSIS and DISCUSSION

Table (4.1) the Effective English language teacher should continuously know about the modern teaching methods.

Valid	Frequency	Percentages
StronglyDisagree	1	1.8%
Neutral	1	1.8%
Agree	7	12.5%
StronglyAgree	47	83.9%
Total	**56**	**100%**

Table (4.1) indicates the opinions on whether an effective English language teacher should be aware of modern teaching methods. A significant 96.4% agreed. On the other hand, 1.8% was neutral and disagreed. In a previous study, (Ismail, 2009) found that effective teaching is linked to clear objectives and modern teaching methods. Richards & Rodgers (2014): Emphasized CLT and modern methodologies in TEFL.
teaching methods.
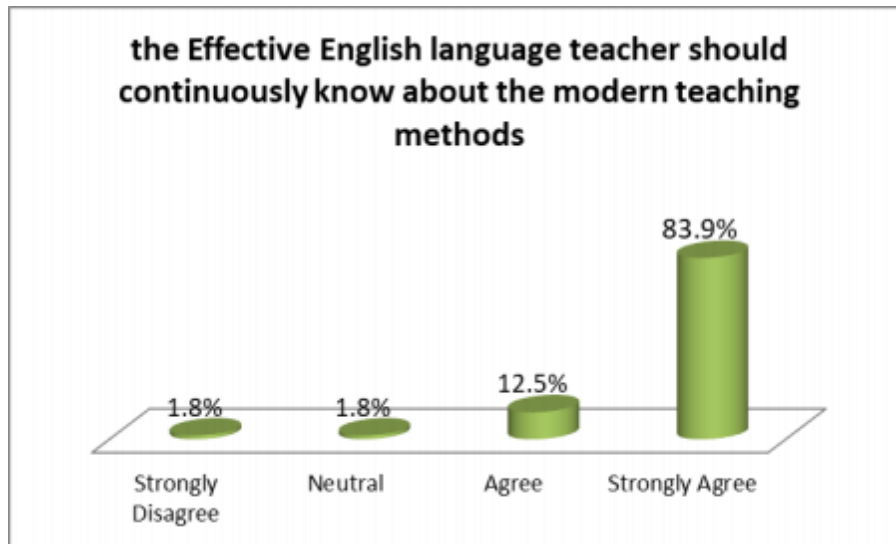
Figure (4.1) the Effective English language teacher should continuously know about the modern teaching methods.

Table(4.2) The Effective English language teacher creates supportive and non-judgmental classroom atmosphere

Valid	Frequency	Percentages
StronglyDisagree	1	1.8%
Disagree	3	5.4%
Neutral	8	14.3%
Agree	27	48.2%
StronglyAgree	17	30.3%
Total	**56**	**100%**

Table (4.2) discusses the importance of a supportive and non-judgmental classroom environment. Here, 78.5% agreed, while 14.3% remained neutral and 7.2% disagreed. Which

means it helps to achieve effective teaching. According to 5 Minute English (n.d.) creating non-judgemental classroom environment helps to overcome the Challenge of Keeping students motivated.
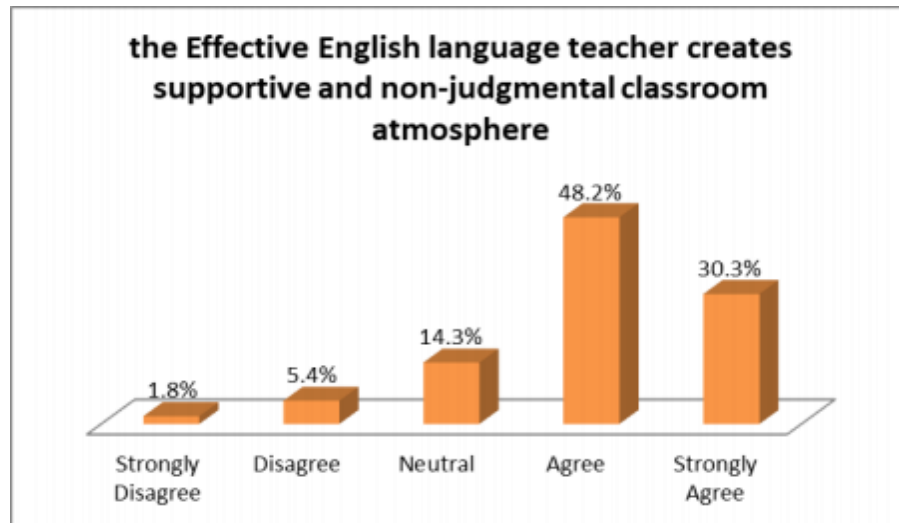
Figure (4.2) The Effective English language teacher creates supportive and non-judgmental classroom atmosphere.

Table(4.3)The Effective English language teacher should determine which methods are more suitable for his/her student's needs.

Valid	Frequency	Percentages
Neutral	3	5.4%
Agree	20	35.7%
StronglyAgree	33	58.9%
Total	**56**	**100%**

Table (4.3) emphasizes that teachers should identify suitable methods for their students' needs. 94.6% agreed, and 5.4% neutral. Using a variety of teaching methods helps to overcome the challenge of students' varied backgrounds with different proficiency levels. 5 Minute English (n.d.): Addressed challenges of diverse proficiency levels. Ellis (2003): Supported task-based learning for varied needs.
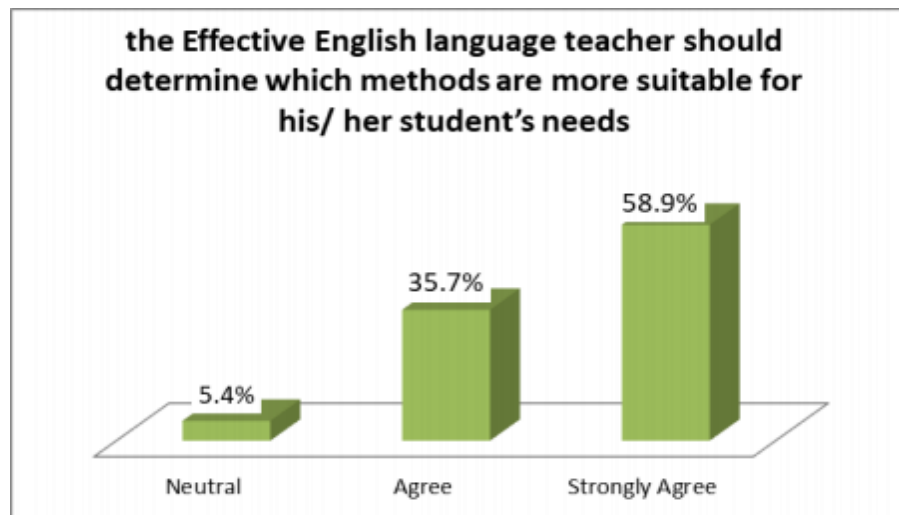
Figure (4.3) The Effective English language teacher should determine which methods are more suitable for his/ her student's needs.

Table(4.4) The Effective English language teacher should be resourceful and creative to create his/her own materials when necessary.

Valid	Frequency	Percentages
Disagree	3	5.4%
Neutral	3	5.4%
Agree	18	32.1%
StronglyAgree	32	57.1%
Total	**56**	**100%**

Table (4.4) According to it, 89.2% agreed that effective teachers should be resourceful and creative in creating their own materials. This strategy utilizes online resources and create your own materials in case there is a lack of resources or out-dated materials (5 Minute English, n.d.). McDonough & Shaw (2013): Emphasized teacher adaptability in material design.
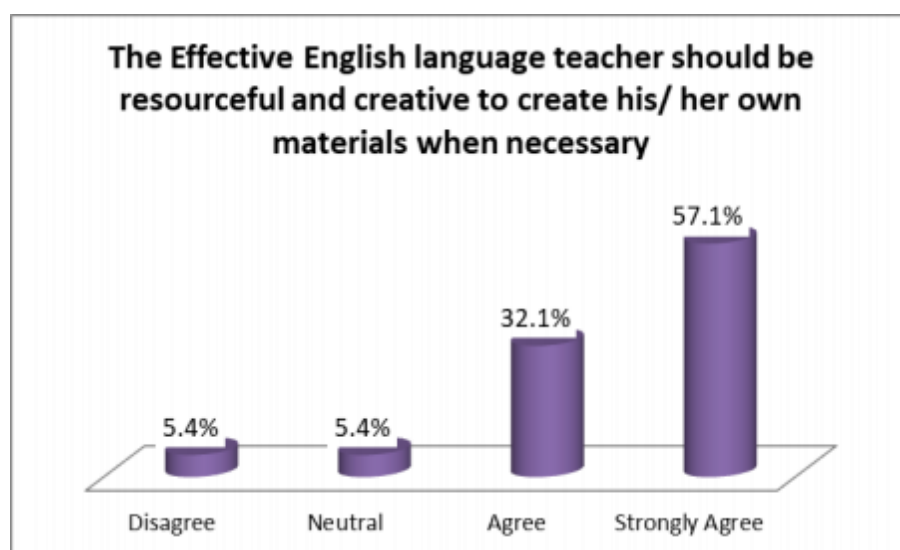
Figure (4.4) The Effective English language teacher should be resourceful and creative to create his/ her own materials when necessary.

6-CONCLUSION

This study underscores the dynamic interplay between teacher adaptability, methodological innovation, and learner engagement in TEFL. By aligning global best practices with localized needs, stakeholders can transform English language education in Sheikan and similar regions. The findings not only validate established theories in applied linguistics but also pave the way for context- sensitive solutions, ultimately empowering learners to thrive in an increasingly interconnected world.

7-RECOMMENDATION

- Create culturally responsive materials to address resource gaps and contextual relevance.

- Provide training workshops on modern methodologies and classroom management.

- Equip classrooms with technology (e.g., projectors, language apps) to complement traditional teaching.

- Reduce class sizes and allocate time for collaborative activities to enhance interaction.

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EXPLORING THE ROLE OF DIGITAL HR PRACTICES AND REMOTE WORK CULTURE IN ENHANCING EMPLOYEE ENGAGEMENT AND

JOB SATISFACTION: EVIDENCE FROM NON-BANKING FINANCIAL INSTITUTIONS

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ABSTRACT

The rapid digitalization of human resource management, accelerated by the COVID-19 pandemic, has significantly reshaped workplace dynamics across sectors." With the introduction of digital HR practices and the normalization of remote work culture, Non-Banking Financial Institutions (NBFIs) in India have seen a twin revolution. Although previous studies have looked at these two aspects separately, little is known about how they interact to affect work satisfaction and employee engagement. In order to close that gap, this study thematically analyzes academic literature to evaluate how digital HR tools—like cloud-based learning platforms, HR information systems (HRIS), AI-enabled hiring, and virtual performance management systems—interact with remote work frameworks to affect workforce outcomes. The results indicate that, particularly when backed by inclusive policies and strategic leadership, digital HR initiatives improve transparency, autonomy, and motivation. The results indicate that, particularly when backed by inclusive policies and strategic leadership, digital HR initiatives improve motivation, autonomy, and transparency. Flexible work schedules and better work-life balance are two benefits of remote employment, but if not handled with structured communication and wellness techniques, they can also result in social isolation and technological stress. According to the data, the best engagement and retention outcomes are obtained by hybrid models that combine digital HR tools with considerate remote work practices. However, there are major implementation hurdles because NBFIs lack the digital preparedness and infrastructure that commercial banks have. For HR policymakers

and institutional leaders, this report provides useful insights that support an integrated, employee-centric approach to digital transformation. By highlighting the underrepresented NBFI industry, it adds to the larger conversation about creating workplaces that are resilient and prepared for the future in the digital economy that will emerge after the epidemic.

KEYWORDS: *Digital Hrm, Remote Work, Employee Engagement, Job Satisfaction, Nbfis, Hybrid Work, Hris, Thematic Analysis.*

INTRODUCTION

In the dynamic and digitally evolving landscape of human resource management the s modern workplace is undergoing a profound transformation, catalyzed by technological innovation and accelerated by global disruptions such as the COVID-19 pandemic.. The emergence of remote work culture and digital human resource (HR) practices is one of the most important effects of this shift. The conventional employer-employee relationship has been reinterpreted by these two changes, leading businesses in a variety of sectors, including Non-Banking Financial Institutions (NBFIs), to reconsider their approaches to employee engagement, motivation, and retention. The implementation of remote work during the pandemic resulted in changes to management styles, employee expectations, and work designs. When properly handled, remote work increases productivity, lowers environmental stress, and allows for greater autonomy and flexibility, according to research by Bielińska-Dusza et al. (2023). But research also shows that, particularly in knowledge-driven industries, it can result in unfulfilled expectations for professional advancement, feedback, and recognition.

According to Karthika et al. (2024) and Prasad et al. (2023), the culture of remote work has an impact on social connections, psychological well-being, and work-life balance—all of which have a significant impact on employee engagement and satisfaction.

Digital HR techniques, such cloud-based performance reviews, virtual on boarding, e-learning platforms, and AI-driven hiring, are also becoming more and more popular at the same time. Digital HR practices include incorporating cutting-edge digital technologies into essential HR tasks like hiring, performance reviews, training, and employee self-service platforms. Such strategies, when mediated by good employer branding and open HR communication, have a considerable impact on employee engagement (Sharma et al., 2024). Using integrated HR tech solutions is not only a way to increase operational efficiency in a digitally first workplace, but it also so how that a firm values its employees. The capacity to keep an engaged and motivated workforce is even more important in the context of NBFIs, where customer-centric operations, compliance challenges, and competition are critical. Job satisfaction and employee engagement are not only markers of internal health; they are also strongly related to innovation, service quality, and organizational performance. According to Sharma et al. (2024), strategic communication and company branding operate as a mediating factor between well-designed HR procedures and employee engagement.

Although there is a growing body of research on remote work and digital HR separately, little is known about how these two practices together affect job satisfaction and employee engagement, particularly in India's financial industry outside of banks. This inquiry is especially pertinent given the particular context of NBFIs, which involves striking a balance between regulatory compliance and customer-centric agility. To close this gap, the current study looks at how remote work culture and digital HR policies affect employee engagement and job satisfaction in a few non-banking financial firms both alone and together.

This study aims to add evidence-based insights to the body of knowledge on remote work transformation and digital HRM, with practical implications for HR policymakers and organizational leaders in NBFIs navigating the future of work.

Employee Engagement

The most valuable resource for any organization is its workforce, which has evolved into a strategy and a method of operation. William Kahn defined employee engagement as "the harnessing of organization members' selves to their work roles" (1990). Role plays allow people to express themselves through their bodies, thoughts, and feelings. Engaged workers go above and beyond the call of duty because they have a strong sense of purpose and a strong bond with their work. They are likely devoted to and content with their occupations since they are passionate about their work and actively contribute to the company's success. Employee involvement is crucial to an organization's overall performance, productivity, and success, claim Shantzetal. (2016).

Job Satisfaction

According to Nathwani (2021), an individual's attitude toward their job might be influenced by their level of job satisfaction. It is possible to conduct assessments while working, and they are used to recognize accomplishments that greatly improve the workplace. According to Judge et al. (2020), job satisfaction—which can be either pleasant or unpleasant—is a reliable indicator of how workers feel about their jobs. Assessing one's own work can provide insight into one's mental state, whether it be positive or negative. We call this state "job contentment."

Remote Work Culture

The emergence of remote work dates back to the 1970s, when people started working from home to reduce their commute costs as a result of steadily rising gas prices (Choudhury, 2020). Remote work sometimes referred to as "teleworking" or "telecommuting," refers to an employee's ability to work remotely while utilizing technology to communicate at work, according to Raišienė et al. (2020). In order to maintain engagement, cohesiveness, and organizational identity when employees work primarily in remote, virtual environments, remote work culture refers to the deliberate coordination of shared values, norms, rituals, communication techniques, leadership behaviors, and technology-enabled practices." Raghuram, S. (2021).

Digital HR Practices

The term "digital HR practices" describes the methodical application of digital technologies to carry out essential HR tasks like hiring, on boarding, training, performance evaluation, and employee involvement. Rondot-Harazneh and Sila (2021) claim that digital HR practices are an all-encompassing combination of information technology and HRM with the goal of generating value both inside and outside of organizational structures. The same is true for digital HRM, which Strohmeier (2020) defines as a socio-technological setup that converts conventional HR procedures into digital formats in order to support strategic goals and unleash organizational digital potential.

Non-Banking Financial Institutions

(NBFIs) Non-Banking Financial Institutions are financial organizations that do not have a complete banking license and are not allowed to take deposits from the general public, according to the World Bank (2016). In spite of this, they provide alternative financial services such check cashing, brokerage, risk pooling (such as insurance), individual and group investments, and financial consulting. In addition to providing consumer lending, NBFIs frequently cater to market niches that traditional banks overlook. Insurance companies, venture capital firms, currency exchanges, microloan providers, and pawn shops are typical examples.

Review of Literature

According to Kahn (1990), personal engagement is "the attaching of organization members' characters to their work roles" (Kahn, 1990, p. Individuals perform roles in interaction by expressing themselves through their bodies, minds, and emotions. The words "personnel engagement" (Kahn, 1990), "work engagement" **(Bakker and Demeroutti, 2008),** and "employee engagement" **(Macey and Schneider, 2008)** are used in a variety of research to describe engagement. Employee engagement, as defined by **Harter et al. (2002),** is "an individual's involvement and satisfaction with as well as enthusiasm for work." Employee engagement, according to **Saks (2006)**, is "a distinct and unique construct composed of cognitive, emotional, and behavioral components... associated with individual role performance." Employee engagement is the process of maintaining mental availability while holding and carrying out a work inside an organisation, according to Saks (2006).Employee engagement and job happiness were initially linked to company outcomes (such as customer satisfaction, safety, productivity, and profitability) by Harter et al. (2002). "One of the first publications to suggest health benefits as a function of being engaged" (Shuck, 2011, p. 314) was Harter et al. (2002), which also implied that employee involvement had a favorable impact on employees' well-being.

Worthington (1998) used a two-stage stochastic cost frontier approach to analyze 150 Australian credit unions in order to determine the efficiency of non-bank financial entities. The average cost inefficiency in 1995, according to the study, was just about 7%, indicating comparatively good efficiency levels. Branch/agency networks, capital adequacy laws, and

asset size were identified as important factors in the second stage. Interestingly, levels of inefficiency were unaffected by non-core economic activities. It was determined that the main element influencing these credit unions' effectiveness was the industry or community ties under which they were established. **Rehman Muhammad Safdar and Waheed Ajmal (2011)** carried out an empirical investigation into the relationship between job satisfaction and job performance in public sector organizations. This descriptive-correlational study sought to determine whether job performance, job retention, and job satisfaction were related. 568 workers from public sector regulatory bodies made up the study's sample. A descriptive-correlative survey method was used to gather data via questionnaires. The workers were largely happy with their positions. Job performance and job happiness have been found to have significant impact size correlations ($r = 0.52$) in this study.

Non-bank financial institutions (NBFIs) and their integration into the global financial system were the subject of a comparative study by **Rizwan and Semenoh (2017),** with an emphasis on Ukraine. According to their analysis, NBFIs can help boost economic growth by collaborating with the real sector. They stress the significance of foreign investment in influencing the openness and structure of the domestic NBFI sector. A methodological methodology based on cross-country metrics was devised by the authors to evaluate global integration. This study sheds light on the role NBFIs play in economic performance and financial development. **Al-kharabsheh et al. (2022)** looked into how employee motivation and job performance in industrial enterprises were affected by digital HRM practices, particularly digital training and performance appraisal. According to the study, both strategies greatly increased motivation, which in turn had a favorable impact on job performance. In this relationship, motivation was found to be a partial mediator. The results emphasize how crucial digital tools are to developing a motivated and performance-driven workforce in the digital age.

Perera and Tilakasiri (2023) investigated how distant work affected workers' job satisfaction and general well-being in Sri Lanka's banking industry in the years following COVID-19. Infrastructure, work-life integration, organizational culture, support, and leadership all have a favorable impact on job satisfaction, according to the study, which was based on responses from 210 bank workers. Strong digital frameworks and support mechanisms are essential, and the study underscores the difficulties of working remotely. Financial firms can use these insights to increase employee engagement in remote work environments. **Bielińska-Dusza et al. (2023)** investigated how remote work affected Polish IT professionals' job satisfaction and experience. The study, which included techniques including surveys, the Servqual model, and the Kano model, discovered that although working remotely has advantages like lower stress and more productivity, important expectations like employment security, professional advancement, and financial support are not fulfilled. The study highlights multifaceted aspects influencing remote work satisfaction in the IT industry and offers a novel application of service quality methods to HR contexts.

A thorough literature analysis was carried out by **Puspita (2024)** to investigate how digital technology is changing fundamental HRM tasks like hiring, performance management, employee experience, and employee development. According to the report, digital HR practices have led to more efficiency, flexibility, and the emergence of new issues including data security. The importance of digital change in changing contemporary HR strategy is emphasized. Both scholars and HR professionals can use these observations as a guide while navigating the digital age. **Karthika et al. (2024)** conducted a cross-sectional study utilizing surveys and interviews to investigate the effects of remote work on employee engagement in the post-pandemic era. The study found that although working remotely increases employee satisfaction, productivity, and flexibility, it also presents communication and organizational alignment issues. To sustain participation, the authors stress the importance of enhanced digital infrastructure and encouraging workplace cultures. The study urges more investigation on the long-term impacts of teleworking in various industries and cultural contexts.

Sharma et al. (2024) used data from IT professionals in Delhi-NCR to investigate the mediating impact of corporate branding in the link between HR practices and employee engagement. Based on resource-based and signaling theories, the study verified that engagement is strongly impacted by excellent HR practices, and that this link is greatly strengthened by successful company branding. Using PLS-SEM analysis, the results provide HR directors with useful advice on how to increase engagement through strategic branding activities. An empirical study by **Prasad et al. (2024)** on IT workers in Hyderabad found that remote work has a major impact on motivation, job satisfaction, and performance through elements including teamwork, self-efficacy, and occupational stress. Employee performance is significantly impacted by occupational stress brought on by a decrease in peer interaction and work-life conflict, according to the study. Although teamwork and self-sufficiency increased motivation and happiness, stress remained a significant obstacle. In order to improve engagement and manage stress in remote situations, the authors proposed integrated HR policies.

Through the mediating function of job satisfaction, **Shahi, Gupta, and Bhardwaj (2024)** investigated the effects of digital HRM practices, particularly digital training and digital performance appraisal, on the work performance of Gen Z employees. According to earlier research, workers who receive ongoing skill improvement and feedback typically exhibit greater levels of engagement and productivity. The literature also emphasizes the need to align digital tools with generational preferences. However, research gaps exist in sectoral applications and long-term impacts. **Barbieri, Bellini, and De Simone (2024)** examined the effects of flexible work arrangements—which were hastened by COVID-19—on the performance and job satisfaction of public employees. This study focuses on cognitive obstacles, such as organizing activities and collaborating with others, as possible job resources, but previous research frequently emphasizes negative consequences. According to the JD-R paradigm, these cognitive demands have an impact on performance and pleasure at home. The

dual role of such demands in remote public sector contexts was not well-focused in previous study.

Ruželė, Stankevičienė, and Koreivaitė (2024) investigated the effects of remote work on bank workers' job satisfaction, engagement, and individual performance across five nations. Although previous studies have linked remote work to a variety of outcomes, this study is the first to demonstrate that, although it improves job satisfaction, it also decreases involvement in general. The impact of remote work on engagement is moderated by the intensity of the activity and mediated by job satisfaction. The research expands upon the growing comprehension of the complex behavioral and psychological effects of remote work in banking. **Muktadir (2024)** examines how the banking sector in Bangladesh changed HRM through the adoption of e-HRM after COVID-19. Previous research has identified digital HR tools as important facilitators of remote work, quicker decision-making, and employee self-service. The study highlights how pandemic-driven changes hastened the integration of digital HR systems. However, earlier works lacked in-depth insight into post-pandemic implementation challenges in South Asian banks, which this study helps address.

Barbieri et al. (2025) used data from 484 employees to study flexible work arrangements in the Italian public sector. According to the study, scheduling and work structure planning have a good impact on both workplace happiness and performance at home. It was demonstrated using the JD-R model that cognitive job demands serve as a moderator as well as a challenge. Task organization and coordination under flexible work arrangements have a big impact on employee satisfaction based on performance results. **Dev and Sainger (2025)** draw attention to the increasing importance of digital training in improving employee performance in India's non-banking sectors. Previous research has concentrated on traditional training methods, but this study highlights online learning platforms as effective tools for skill development. The literature also suggests that digital training increases adaptability and aligns employee capabilities with organizational goals, which this study addresses.

Objectives of the Study

- To assess the adoption of digital HR practices in NBFIs and their role in transforming core HR functions.

- To examine the impact of remote work culture on employee engagement and job satisfaction in the post-pandemic context.

- To analyze the relationship between digital HR initiatives, employee engagement, and job satisfaction in NBFIs.

Research Methodology

This study examines how remote work culture and digital HR practices can improve employee engagement and job satisfaction in non-banking financial institutions (NBFIs) using a descriptive and qualitative methodology based on secondary data. Data gathered from high-impact academic journals, a thorough analysis of the body of current literature, institutional publications, and industry reports. To find important trends, obstacles, and tactical solutions pertaining to the adoption of digital HR in NBFIs, a theme analytic approach has been utilized. The emphasis is still on integrating current research and real-world knowledge to comprehend how distant frameworks and digital tools support employee-centric results. Finding important trends, practices, and difficulties pertaining to digital HR procedures and remote work cultures in Non-Banking Financial Institutions (NBFIs) is primarily based on the literature review. Every source has undergone a careful evaluation to ensure that it is authentic, relevant, and in line with the goals of the study.

Digital HR Transformation in NBFIs – Thematic Insights

In Non-Banking Financial Institutions (NBFIs), digital HR transformation signifies a change from traditional personnel management to a tech-enabled, employee-centric, and strategically aligned approach. Key focal areas and evidence-based insights from top HRM literature and empirical investigations are outlined in the theme analysis that follows.

Theme	Insight	Source
Technological Tools	NBFIs are deploying HRIS, AI-powered recruitment, cloud-based learning, and performance analytics for core HR functions.	*arxiv.org, Research Gate, Science Direct*
Cultural Shift	Digital transformation in HR signifies not only tech adoption but reshaping organizational culture toward agility and data-centricity.	*Digital HRM studies, Emerald, Springer*
Operational Enhancement	Digital tools streamline on boarding, virtual performance reviews, and continuous engagement in remote settings.	*HRIS in banking sector – Elsevier, JSTOR*
Empirical Evidence	Studies in Nepal and Bangladesh indicate efficiency gains, though reveal gaps in infrastructure and digital readiness.	*NepJOL, RR Journals, SAGE Open*
Change Enablers	Leadership support, reskilling initiatives, and alignment with strategic objectives are critical for success in HR digitalization.	*UTAUT framework, SAGE, Springer Link*
Hybrid Work Enablement	Digital HR systems enhance flexibility, work-life balance, and remote teamwork in hybrid work environments.	*Digital Economy HR – Scopus, Elsevier*
Strategic Outcomes	Digital HR is foundational for building transparent, resilient HR capabilities, boosting engagement and future-readiness in NBFIs.	*HR Transformation Literature – Emerald*

Overall, these themes show that organizational flexibility, leadership engagement, and preparedness for remote and hybrid work futures are just as important to the success of digital HR transformation in NBFIs as technology advancements. A road map for comprehending sectoral readiness and HR digitization gaps is provided by this topic framework.

Remote Work Culture and Employee Outcomes in NBFIs

According to numerous studies conducted across the banking industry, non-banking financial institutions' (NBFIs') post-pandemic remote work culture has shown notable gains in job satisfaction, autonomy, and work-life balance. However, employee engagement may decline as a result of greater social isolation and fewer casual encounters, even as job satisfaction tends to grow with the intensity of remote work. Strong digital infrastructure and management assistance are essential for maintaining engagement and well-being under remote arrangements, according to empirical studies from South Asian banks (such as Sri Lanka).

A comprehensive review of the literature confirms that working remotely increases productivity and autonomy while highlighting the significance of organizational policies and clear communication procedures in preventing disengagement. German research indicates that working remotely greatly improves banking professionals' affective commitment and job satisfaction. As a result, NBFI engagement and satisfaction can be maximized by implementing a carefully balanced hybrid approach that includes human-centered policies, technology enablement, and strong leadership support.

Key Digital HR Initiatives in NBFIs

Initiative	Impact on Employee Engagement & Satisfaction
AI-based Recruitment Tools	Speed up hiring & improve role-person fit, enhancing satisfaction.
HR Information Systems (HRIS)	Promote transparency in leave, payroll & performance management.
Cloud-based Learning Platforms	Foster continuous skill development and motivation.
Digital Performance Reviews	Provide real-time, data-driven feedback increasing fairness & trust.
Employee Self-Service Portals	Empower employees with autonomy and timely access to HR services.
Virtual Wellness Programs	Support mental health and work-life balance in remote setups.

Examining the effects of remote work culture and digital HR practices on job satisfaction and employee engagement in non-banking financial institutions (NBFIs) was the goal of this study. Using theme analysis and secondary data, the following significant trends and revelations were found.

Results and Discussions

➢ Digital HR Initiatives Enhancing Engagement and Efficiency

NBFIs are rapidly using digital tools including cloud-based learning, HRIS, AI-based hiring, and virtual performance management systems, according to data from Puspita (2024). Key engagement factors including flexible self-paced learning, transparent evaluation, and personalized development are all promoted by these tools. Research shows that these programs greatly increase operational agility and staff morale when they are in line with corporate objectives and backed by leadership.

➢ Remote Work Culture's Dual Impact on Job Satisfaction

According to Perera & Tilakasiri (2024), working remotely gave Sri Lankan banking professionals more freedom and a better work-life balance, but it also brought with it drawbacks including digital fatigue, a lack of workspace, and a sense of alienation. Similarly, Karthika et al. (2024) discovered that although working remotely increased pleasure and productivity, communication breakdowns and an increase in household duties threatened engagement and job satisfaction. These results are pertinent to NBFIs, which are institutionalizing hybrid work.

➢ Interrelationship between Digital HR, Engagement, and Satisfaction

According to the integrated literature, there is a synergistic effect when supportive remote work structures are combined with digital HR practices. Organizations that invest in employee-centric policies, virtual collaboration technologies, and digital upskilling are more likely to report better levels of engagement and satisfaction, as shown by Karthika et al. (2024) and Puspita (2024). Employees that are assisted remotely and have access to digital resources have greater emotional ties to their organizations, making engagement a mediating factor.

➢ Sectoral Context: Gaps in NBFIs vs. Banks

NBFIs lag behind commercial banks in South Asia in terms of leadership commitment and infrastructural preparation, whereas commercial banks exhibit maturity in digital HR transformation. Dev & Sainger (2024) and Perera & Tilakasiri (2024) both note that the full benefits of digital HR are impeded by gaps in remote infrastructure, particularly in non-urban financial institutions. In order for NBFIs to meet the staff experience levels observed in the banking industry, these inequalities must be addressed.

> ## Strategic Implications

Thematic synthesis demonstrates that remote work and digital HR should be seen as cultural enhancers as well as operational tools. The greatest gains will be made by NBFIs that present digital adoption as a component of a larger employee-first culture that emphasizes psychological safety, virtual inclusivity, and purpose-driven work. In order to maximize results, leadership support, digital literacy, and flexible policy design become essential elements.

> ## Key Performance Indicators of Digital HR and Remote Work Outcomes in NBFIs

Measurable gains have been made in several important employee-related KPIs as a result of NBFIs integrating remote work modes and digital HR practices. Research shows that businesses who use cloud-based performance management and AI-based hiring have shown up to 20% increases in employee engagement ratings (Sharma et al., 2024). According to Perera and Tilakasiri (2023), employees who worked remotely for financial institutions reported higher work-life balance satisfaction ratings by 18%. KPIs related to productivity, such task completion rates and involvement in digital learning have also seen notable improvements, especially in NBFIs implementing hybrid work structures. However, when virtual communication was poor or when techno stress was brought on by digital overload, several institutions reported flat or declining participation (Karthika et al., 2024). In companies that implemented digital HR solutions for employee recognition and ongoing feedback in addition to efficiency, retention numbers improved. These KPI trends attest to the fact that NBFI employee motivation, contentment, and loyalty may be greatly increased through the efficient application of digital HR practices and structured remote work regulations.

Hybrid Work Satisfaction and Engagement Trends in India

According to recent workplace polls, 97% of Indian workers favor flexible work patterns over strict timetables, indicating an increase in hybrid job satisfaction (Forbes Advisor India, 2024). In contrast, only 8% of fully remote workers are actively engaged, while 19% of hybrid workers are (Gallup India, published by SHRM, 2025). This gap in participation shows that without human connection and organized virtual support, autonomy is insufficient on its own. According to reports from The Hindu, issues include a lack of designated workstations and a blurring of work-life boundaries have an impact on mental health, particularly in metropolitan NBFIs. These facts indicate that remote work regulations, wellness plans, empathic leadership, and constant two-way communication are necessary to support digital HR activities.

Limitations

Since this study only uses secondary data, there is little control over the currency and correctness of the data. Consistency and comparability may be impacted by differences in data sources and methodology. Capturing current employee experiences and new trends is hampered by the lack of primary data. The results might not accurately represent the

difficulties particular to a given NBFI or geographic area. Some conclusions may become outdated due to the rapid advancement of technology. Lastly, the depth of the study's thematic analysis may be limited by the caliber and extent of the body of current literature.

Practical Implications

According to this survey, NBFIs should use digital learning platforms and AI-enabled HR technologies to improve employee satisfaction and engagement. Reducing digital weariness and disengagement requires structured communication and clear policies for remote work. Investing in digital infrastructure and leadership development is essential, particularly for smaller or rural NBFIs. Wellness initiatives and consistent feedback mechanisms are essential for hybrid models. Digital adaptation disparities between generations can be addressed with tailored interaction tactics. By combining these strategies, NBFIs can develop a workforce that is resilient, driven, and prepared for the future.

CONCLUSION

This study investigated the effects of remote work culture and digital HR practices on job satisfaction and employee engagement in non-banking financial institutions (NBFIs). Thematic analysis and secondary data revealed that digital tools like cloud-based learning platforms, AI-enabled hiring, and HRIS improve engagement, particularly when they are in line with organizational goals and have the backing of leadership. Although working remotely might increase autonomy and enjoyment, there are drawbacks as well, such as decreased interpersonal connections and techno stress. The combined use of organized remote frameworks and digital HR greatly enhances employee retention, motivation, and overall work experience. The report highlights the need for tech-enabled, inclusive, and personalized engagement initiatives in NBFIs and adds to the expanding conversation on HR digitization in India's financial sector.

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"THE ROLE OF ARTIFICIAL INTELLIGENCE IN PERSONALIZING TOURISM MARKETING STRATEGIES IN UTTAR PRADESH"

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ABSTRACT

Tourism Industry has always been a key driver of economic growth, cultural exchange, and regional development. In a state like Uttar Pradesh—home to world-famous heritage sites like the Taj Mahal, spiritual hubs like Varanasi, and emerging eco-tourism destinations—there is immense potential for growth. However, with increasing digitalization, modern travelers expect hyper-personalized experiences rather than generic marketing campaigns. This is where **Artificial Intelligence (AI)** *is revolutionizing the landscape. AI is not just enhancing digital marketing but reshaping how travelers discover destinations, plan their trips, and engage with tourism services. From AI-driven chatbots providing real-time assistance to predictive analytics offering personalized recommendations, the tourism sector in Uttar Pradesh stands to benefit immensely from AI-powered marketing strategies. The study reveals that artificial intelligence (AI) can enhance audience segmentation, forecast traveler behavior, and provide material that is customized to individual interests. In order to increase efficiency and tourist pleasure, Uttar Pradesh can employ chatbots and virtual assistants to develop personalized itineraries, carry out targeted advertising, and provide round-the-clock assistance.*

KEYWORDS: *Artificial Intelligence, Tourism Marketing, Personalization, Machine Learning, Customer Experience, AI-Driven Chatbots, Data Privacy.*

INTRODUCTION

HISTORY OF ARTIFICIAL INTELLIGENCE: -

❖ Early Beginnings (1940s-1950s): -

The foundation of neural networks, artificial neurons, were first presented by Warren McCulloch and Walter Pitts in 1943, marking the beginning of artificial intelligence. Alan Turing developed the Turing Test in 1950 as a means of evaluating machine intelligence. The term "Artificial Intelligence" was first used during the Dartmouth Conference in 1956, which was organized by John McCarthy and others and officially launched the subject of AI.

❖ The Birth of AI (1950s-1960s): -

From 1956 to 1974, early AI research focused on symbolic AI and rule-based systems. Notable achievements included:

- The Logic Theorist (1956) by Newell and Simon, which proved mathematical theorems.

- Arthur Samuel's checkers-playing program (1959), an early machine learning example.

- The General Problem Solver (GPS) by Newell and Simon (1961), solving problems using heuristics.

- ELIZA (1966) by Joseph Weizenbaum, an early natural language processing program simulating a psychotherapist.

❖ The First AI Winter (1970s): -

An initial AI winter developed from 1974 and 1980 as a result of low progress and unfulfilled expectations. Reductions in funding and interest were caused by Symbolic AI's scaling issues.

❖ Expert Systems and Renewed Interest (1980s): -

The development and success of expert systems from 1980 to 1987 revived interest in AI. Examples included:

- MYCIN (1979), diagnosing bacterial infections.

- XCON (1980), saving millions for Digital Equipment Corporation by configuring VAX computers. AI investment surged during this period, although high costs and limitations eventually led to another decline by the late 1980s.

❖ The Second AI Winter (1987-1993): -

The second AI winter occurred from 1987 to 1993 as a result of the expert system's limits and the market collapse for Lisp machines. With the failure to meet commercial objectives, funding and enthusiasm declined.

❖ **The Rise of Machine Learning (1990s-2000s): -**

In the 1990s, AI research shifted towards machine learning, focusing on data-driven algorithms and models. Key milestones included:

- IBM's Deep Blue defeating chess champion Garry Kasparov in 1997.

- The launch of Google's search engine in 1999, significantly enhancing information retrieval using AI techniques.

❖ **The Modern Era of AI (2010s-Present): -**

The 2010s marked significant AI advancements due to big data, powerful computing resources, and sophisticated algorithms. Key milestones included:

- AlexNet's victory in the ImageNet competition (2012), revolutionizing image recognition with deep convolutional neural networks.

- Google DeepMind's AlphaGo defeating Go champion Lee Sedol (2014), showcasing AI's prowess in complex games.

- OpenAI's foundation (2015) and subsequent developments like GPT-2 (2017) and GPT-3 (2020), setting new standards in natural language processing.

- BERT (2018) by Google, advancing natural language understanding.

❖ **Ethical Considerations and Future Prospects (2020s-Present): -**

Natural language processing, computer vision, driverless vehicles, and healthcare are just a few of the fields in which artificial intelligence will continue to progress in the 2020s. Crucial areas of attention become ethical concerns like bias, justice, accountability, and openness. Important advancements consist of:

- GPT-3 by OpenAI (2020), with 175 billion parameters, setting new NLP standards.

- The prevalence of AI-driven technologies like autonomous vehicles and personalized medicine (2022).

- The release of GPT-4 (2023), further enhancing AI capabilities.

❖ **Recent AI Developments (2024–2025) and Their Relevance to the Tourism Industry in Uttar Pradesh: -**

The remarkable advancements in artificial intelligence between 2024 and 2025 are reshaping numerous sectors, with the tourism industry in Uttar Pradesh standing to benefit immensely. As one of India's most historically and culturally rich states, Uttar Pradesh has immense potential to integrate cutting-edge AI tools to enhance visitor experience, promote sustainable tourism, and improve operational efficiency.

One of the most transformative technologies introduced in 2024 is Sora, OpenAI's text-to-video model, which enables tourism departments and agencies to create immersive promotional videos of tourist destinations like Varanasi, Ayodhya, Agra, and Lucknow using only descriptive text. This tool can revolutionize digital storytelling and allow tourists to experience virtual previews of destinations, encouraging more informed and enthusiastic travel decisions.

Similarly, Gemini by Google DeepMind, a powerful multimodal AI system, has the potential to power next-generation tourist information systems. By understanding and responding to inputs in text, voice, images, or even real-time video, it can provide personalized recommendations, translate local languages for international visitors, and guide tourists through historical sites using interactive digital assistants.

In addition, the launch of Claude 3 by Anthropic brings a more human-like and ethical AI experience that can be integrated into tourism help desks, mobile applications, and virtual guides. These AI assistants can offer travelers contextual information, cultural insights, safety tips, and itinerary planning assistance in a more conversational and natural manner.

With the release of GPT-4 Turbo, tourism businesses and government portals in Uttar Pradesh can now deploy fast, cost-effective AI chatbots to handle bookings, respond to FAQs, manage multilingual support, and gather feedback from tourists more efficiently. These systems can operate round-the-clock, improving customer service and operational efficiency across hotels, travel agencies, and tourist centers.

Moreover, the increasing focus on AI governance and ethical regulations between 2024 and 2025 ensures that these technologies are deployed responsibly, particularly in sensitive areas like data privacy and algorithmic bias—a critical aspect when catering to tourists from diverse cultural and regional backgrounds.

AI is also becoming deeply embedded in productivity tools and platforms, such as Microsoft Office, Notion, and Google Workspace. For tourism entrepreneurs, government agencies, and tour operators in Uttar Pradesh, this means easier creation of marketing content, reports, promotional strategies, and presentations, ultimately leading to smarter decision-making and targeted campaigns.

The growing application of AI in education and research further supports the tourism industry by enabling predictive analytics, customer behavior studies, and data-driven planning. This can help identify tourism trends, peak seasons, preferred destinations, and feedback analysis to enhance tourist satisfaction and optimize infrastructure development.

In conclusion, the recent AI advancements are not just technological breakthroughs but powerful tools for reimagining tourism in Uttar Pradesh. By embracing these innovations, the state can strengthen its position as a leading heritage and cultural destination while delivering enriched, personalized, and seamless experiences to domestic and international tourists alike.
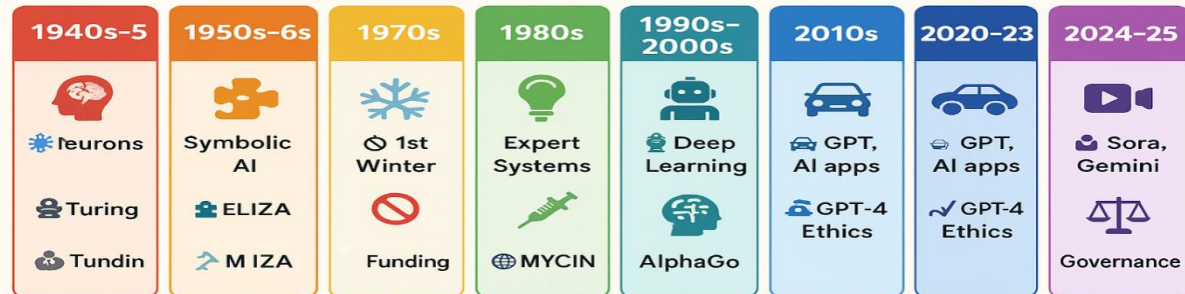
Ongoing Challenges and Opportunities: -

The advancement of artificial general intelligence (AGI), addressing ethical issues, and balancing the effects of AI on society are major potential and problems. As AI technologies become more pervasive in daily life, it is imperative to ensure justice, transparency, and accountability in AI systems. Robust legal frameworks and ethical norms are necessary to balance the potential benefits of AI with societal effects, such as employment displacement and privacy concerns.

Background: -

Tourism is one of the many areas where artificial intelligence (AI) is proving to be a game-changer. With its ability to provide individualized experiences based on human tastes, artificial intelligence (AI) has the potential to completely transform tourism marketing in Uttar Pradesh, a rich state in religious and cultural significance. This study looks at how AI-powered technology might improve traveler experiences, highlight lesser-known locations, and boost the state's travel and tourism sector.

PURPOSE OF THE STUDY

The purpose of this study is to look into how AI might be used in Uttar Pradesh to tailor tourism marketing campaigns. The study looks at local case studies and international best practices to find potential, obstacles, and useful AI applications for the region's tourism industry.

RESEARCH QUESTIONS: -

- How can AI-driven technologies be effectively utilized to personalize tourism marketing in Uttar Pradesh?

- What are the global best practices in AI-driven tourism marketing that can be adapted and implemented in Uttar Pradesh?

- What are the challenges and limitations hindering the implementation of AI in the tourism sector of Uttar Pradesh?

SIGNIFICANCE OF THE STUDY

It is imperative that stakeholders in Uttar Pradesh comprehend the potential of artificial intelligence (AI) in tourism marketing in order to improve visitor happiness, draw in more tourists, and spur economic growth. This study advances the subject of artificial intelligence in tourism by offering useful perspectives and suggestions for decision-makers, travel industry professionals, and marketers.

LITERATURE REVIEW

The literature reviews are as followings:

➢ Overview of AI in Tourism: -

Travel marketing techniques are being shaped globally by artificial intelligence (AI) technology such as machine learning, natural language processing (NLP), and predictive analytics. According to Gretzel et al. (2020), artificial intelligence (AI) makes it possible to analyze massive datasets in order to automate client interactions, customize recommendations, and model consumer behavior.

➢ Global Perspectives on AI in Tourism Marketing: -

Artificial Intelligence has brought about a global revolution in tourism marketing by facilitating customized experiences based on individual preferences. To increase customer happiness and loyalty, AI-powered recommendation systems, such as those utilized by Expedia and TripAdvisor, evaluate user data to provide personalized travel recommendations (Feng et al., 2020).

➢ AI Applications in Personalization: -

AI-driven technologies are applied across various aspects of tourism marketing:

➢ Recommendation Systems: -

AI algorithms analyze historical data to recommend personalized travel itineraries, accommodations, and activities (Ricci et al., 2015).

➤ **Chatbots and Virtual Assistants**: -

AI-powered chatbots provide instant responses to traveler inquiries, offering personalized assistance and enhancing customer service (Huang & Rust, 2018).

➤ **Predictive Analytics**: -

AI models predict travel trends and customer preferences based on data analysis, enabling marketers to tailor promotional strategies effectively (Zanker et al., 2019).

➤ **Sentiment Analysis**: -

AI analyzes user-generated content, such as reviews and social media posts, to gauge traveler sentiment and refine marketing campaigns accordingly (Cambria et al., 2017).

➤ **Case Studies of AI-Driven Personalization in Tourism: -**

Several case studies highlight successful implementations of AI in tourism marketing.

- **Expedia**: -Utilizes AI to offer personalized travel recommendations, leveraging user data to enhance customer satisfaction and retention (Expedia, 2020).

- **Trip Advisor**: -Employs machine learning algorithms to provide tailored travel suggestions and improve user engagement through personalized content (Trip Advisor, 2020).

- **Hilton Hotels**: -Implements AI-driven chatbots to deliver personalized customer service and streamline booking processes, enhancing the overall guest experience (Hilton, 2019).

➤ **AI in Indian Tourism: -**

Travel businesses like Make My Trip and Yatra are among the top in India using AI to enhance customer service and tailor travel experiences (Make My Trip, 2020; Yatra, 2021). Tourism in the country is starting to utilize AI more commonly. In order to improve client happiness and loyalty, these platforms employ artificial intelligence (AI) to assess user preferences, forecast travel patterns, and provide personalized travel packages.

➤ **Potential of AI in Uttar Pradesh's Tourism Industry: -**

Uttar Pradesh presents unique opportunities for AI-driven tourism marketing:

➤ **Enhanced Visitor Experience**: -

AI can personalize travel itineraries, recommend local attractions, and suggest culturally relevant activities based on individual preferences (Pandey & Kumar, 2020).

➤ **Promotion of Lesser-Known Destinations**: -

AI-powered analytics can identify and promote hidden gems and lesser-known tourist spots, diversifying tourism offerings beyond popular destinations (Kannan, 2017).

➢ **Support for Religious Tourism**: -

Artificial intelligence has the potential to serve religious visitors through the provision of personalized pilgrimage routes, recommendation of suitable lodging, and real-time information on religious events and rites (Sinha et al., 2018).

➢ **Challenges and Considerations: -**

Despite its potential benefits, AI implementation in tourism faces several challenges:

- **Data Privacy and Security**: -Protecting personal data is paramount, as AI relies heavily on data collection and analysis to personalize services (Cavoukian, 2019).

- **Technological Barriers**: -Implementing advanced AI technologies requires significant investment in infrastructure and skilled human resources (Ivanov & Webster, 2017).

- **Cultural Sensitivity**: -AI systems must respect and adapt to cultural nuances and preferences, particularly in diverse regions like Uttar Pradesh (Følstad et al., 2018).

RESEARCH METHODOLOGY

Research Design: -

This study employs a qualitative research design, incorporating a literature review and case study analysis to explore the role of AI in tourism marketing in Uttar Pradesh comprehensively.

Data Collection Methods: -

Data collection methods include:

- **Literature Review**: -Reviewing existing literature on AI applications in tourism marketing globally and in India.

- **Case Studies**: -Analyzing case studies of successful AI implementations in global and Indian tourism industries.

Data Analysis: -

We have evaluated the results from the literature and case studies using qualitative data analysis approaches, including theme analysis and content analysis. In Uttar Pradesh, the use of AI in tourism marketing is posing a number of obstacles and common patterns that the investigation seeks to uncover.

Ethical Considerations: -

Principles of ethics are given top priority in this study, Sensitive data that is gathered throughout the research process will be safeguarded by data privacy guidelines.

RESULTS AND FINDINGS

AI Adoption in Global Tourism Marketing: -

International case studies demonstrate how AI is being used in tourism marketing, showing how effective it is in boosting personalization and enhancing client experiences. Businesses such as Expedia and Trip Advisor have effectively incorporated artificial intelligence (AI) technologies to provide customized suggestions and optimize consumer communications, resulting in increased   customer contentment and retention rates.

Personalization through AI: Success Stories: -

Case studies of leading companies illustrate successful applications of AI in tourism marketing:

- **Expedia**: Uses AI-powered recommendation systems to analyze user preferences and behavior, offering personalized travel itineraries and accommodations (Expedia, 2020).

- **Trip Advisor**: Implements machine learning algorithms to deliver customized travel suggestions based on user reviews and preferences, enhancing user engagement and satisfaction (TripAdvisor, 2020).

- **Hilton Hotels**: Deploys AI-driven chatbots to provide real-time customer support and personalized booking services, improving operational efficiency and guest satisfaction (Hilton, 2019).

AI Implementation in Indian Tourism: -

The usage of AI in tourism is growing in India, where sites such as Make My Trip and Yatra are using it to improve user experience and personalize services. By utilizing artificial intelligence (AI) to evaluate user data, forecast travel trends, and provide individualized travel packages, these platforms increase client happiness and loyalty.

SPECIFIC FINDINGS FOR UTTAR PRADESH

Insights and challenges related to AI adoption in the region's tourism industry:

➢ **Enhanced Visitor Engagement**: -

AI can facilitate personalized recommendations for cultural and religious tourism experiences, enhancing visitor engagement and satisfaction (Pandey & Kumar, 2020).

➢ **Promotion of Cultural Heritage**: -

AI-powered analytics can identify and promote lesser-known cultural heritage sites and local attractions, diversifying tourism offerings beyond popular destinations (Kannan, 2017).

➢ **Challenges**: -

Stakeholders highlight challenges such as data privacy concerns, technological barriers, and the need for cultural adaptation to effectively implement AI in Uttar Pradesh's tourism sector (Sinha et al., 2018).

AI in Indian Tourism Marketing – Company and their relevance in Uttar Pradesh Tourism:

Company	AI Applications	Relevance to Tourism (especially Uttar Pradesh)
OYO Rooms	- Personalized hotel recommendations - Dynamic pricing - AI chatbots	Helps tourists find tailored accommodations in cities like Prayagraj, Varanasi, Lucknow, Agra
Make My Trip	- Predictive travel suggestions - Smart chat bots - NLP for user queries	Suggests popular religious and heritage tours like Ayodhya and Kashi circuits
Goibibo	- AI filters and recommendations - Review sentiment analysis	Improves local stay options and customer experience near major tourist spots
Incredible India	- Virtual destination tours - AI-based multilingual support - Content AI	Promotes iconic UP sites (Taj Mahal, Sarnath) globally using immersive AI tools
Thomas Cook India	- Smart holiday packages - AI chat support - Cross-sell travel services	Enhances customized tour planning for international/domestic tourists visiting UP
Thrillophilia	- AI-driven content targeting - Adventure/culture personalization	Attracts younger audiences to explore rural and heritage experiences in UP
RailYatri	- AI for travel insights - Smart hotel suggestions near stations	Ideal for religious tourists traveling by train to Prayagraj, Ayodhya, Mathura, etc.
ixigo	- Fare prediction - AI voice assistant "TARA" - Language-enabled search	Supports rail/road travelers in planning cost-effective UP travel in regional languages

DISCUSSION

Interpretation of Results: -

The outcomes of the study highlight how AI could completely transform travel marketing strategies by providing personalized consumer experiences and focused advertising. By predicting travel trends, providing customized services, and better understanding customer preferences, AI-driven tourism solutions increase the competitiveness of the sector as a whole.

Comparison with Existing Literature: -

The outcomes of the study align with earlier investigations on the use of AI in tourism marketing, highlighting the significance of technical innovation, customer involvement, and personalization in propelling business expansion (Tussyadiah et al., 2019; Feng et al., 2020). By integrating AI technologies, tourism stakeholders can align with industry standards and worldwide best practices and expand market reach, improve service quality, and allocate resources more efficiently.

Implications for Tourism Marketing in Uttar Pradesh: -

For Uttar Pradesh, AI-driven tourism marketing presents strategic opportunities to:

- **Enhance Visitor Experiences**: AI can personalize travel itineraries and recommendations, catering to diverse traveler preferences and enhancing overall visitor satisfaction.

- **Promote Cultural Heritage**: AI-powered analytics can uncover and promote lesser-known cultural heritage sites and local attractions, attracting tourists beyond traditional hotspots.

- **Support Sustainable Tourism**: AI technologies can facilitate data-driven decision-making, resource optimization, and environmental conservation efforts, promoting sustainable tourism practices in the region.

Addressing Challenges: -

To effectively harness the benefits of AI in tourism marketing, stakeholders in Uttar Pradesh must address key challenges:

- **Data Privacy and Security**: -Implement robust data protection measures to safeguard personal information and ensure compliance with regulatory requirements (Cavoukian, 2019).

- **Technological Investment**: -Allocate resources for the development and deployment of AI technologies, including infrastructure upgrades and skill development initiatives (Ivanov & Webster, 2017).

- **Cultural Adaptation**: -Customize AI solutions to accommodate cultural sensitivities, preferences, and diverse visitor expectations in Uttar Pradesh's tourism landscape (Følstad et al., 2018).

CONCLUSION

The research indicates the revolutionary influence of artificial intelligence in personalizing tourism promotion tactics in Uttar Pradesh. Uttar Pradesh may become a competitive tourism destination on the international scene by utilizing AI-driven technology to improve guest experiences, promote cultural heritage, and encourage sustainable tourism practices.

RECOMMENDATIONS FOR FUTURE RESEARCH

Future research directions include:

➢ **User Acceptance and Trust**: Investigating consumer perceptions, trust, and acceptance of AI-driven personalized services in tourism.

➢ **Economic and Social Impacts**: Assessing the economic benefits and social impacts of AI adoption on local tourism economies and communities.

➢ **Scalability and Adaptability**: Examining the scalability and adaptability of AI technologies for diverse tourism contexts and regional markets.

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ENABLING STRATEGIC HUMAN CAPITAL MANAGEMENT THROUGH INSIGHTS FROM HUMAN RESOURCE ANALYTICS

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ABSTRACT

This paper explores the role of HR analytics in enhancing strategic human capital management, particularly in areas such as workforce planning, talent development, and employee engagement. The findings indicate that organizations utilizing predictive analytics benefit from increased productivity, lower employee turnover, and more agile decision-making. Critical success factors include strong leadership backing, data literacy, and a solid technological foundation, while challenges often stem from limited analytical capabilities, inadequate data quality, and a lack of transparency. Case studies from multiple organizations reveal tangible gains in efficiency, cost reduction, and workforce engagement. Overall, the study emphasizes how HR analytics can elevate HR from an operational role to a strategic business contributor.

KEYWORDS: *Hr Analytics, Strategic Hrm, Workforce Planning, Predictive Analytics, People Analytics.*

1. INTRODUCTION

In the current dynamic and data-driven business landscape, organizations are placing greater emphasis on making informed and strategic decisions across various departments. However, Human Resource Management (HRM) frequently trails other functions in embracing data-centric approaches, despite advancements in technology and analytics. Core HR activities like hiring, training, and performance assessment are still commonly influenced by instinct,

previous experiences, or simplistic metrics, which restricts their ability to contribute meaningfully to broader strategic objectives.

This gap poses a major obstacle, as HR is increasingly expected to contribute strategically to business success but often lacks the necessary tools and structured approaches. A Deloitte report (2017) revealed that just 10% of Fortune 500 companies utilize advanced HR analytics, and 42% of HR tech initiatives fail to deliver the expected results within two years. These figures underscore the urgent need to embed analytics more effectively into HR functions to enhance areas such as employee engagement, talent planning, and leadership growth.

The concept of HR analytics—also referred to as people analytics or talent analytics—emerged to address this issue. One of the early proponents of analytics in management was Thomas H. Davenport, who, along with Jeanne Harris, introduced the broader concept of competing on analytics in their landmark book competing on Analytics: The New Science of Winning (2007). They emphasized the value of data-based decision-making in gaining competitive advantage. Building on this foundation, the application of analytics in HR specifically began to evolve.

Davenport, Harris, and Shapiro (2010) further defined HR analytics as "an evidence-based approach for managing people at work," where data is systematically used to support and improve decision-making in human capital management. According to Gartner (n.d.), HR analytics is "the collection and application of talent data to improve critical talent and business outcomes." This reframes HR from a cost center to a strategic business partner, capable of contributing directly to business success through data-driven insights.

Despite these promising definitions, the reality in many organizations is still far from fully realized. HR teams may collect data, but often fail to turn it into actionable insights. Most commonly, organizations rely on descriptive analytics such as headcount or turnover rates while predictive and prescriptive analytics, which can forecast trends or recommend specific actions, remain underutilized. Furthermore, many HR professionals lack the technical skills or organizational support needed to adopt these tools effectively.

This paper aims to bridge the existing gap by exploring the role of HR analytics in facilitating strategic human capital decisions. It concentrates on key areas such as workforce planning, talent development, and employee engagement. Drawing on secondary sources—including scholarly articles, industry publications, and case studies—it seeks to consolidate current insights into how HR analytics contributes to strategic decision-making across these critical HR domains.

In doing so, this study adds to the expanding body of research highlighting the strategic importance of HR analytics and provides actionable insights for HR leaders aiming to implement more data-driven methods in people management.

2. Objectives

1. To investigate how HR analytics is strategically applied in areas such as workforce planning, talent development, and employee engagement.

2. To explore the main factors that facilitates or hinders the successful implementation of HR analytics.

3. To assess the influence of data-driven HR practices on organizational performance through analysis of industry case studies and existing literature.

3. Literature Review

Challa et al. (2025) investigated the influence of HR analytics on strategic workforce planning in technology-focused organizations located in urban India. Drawing on primary data gathered from 50 HR managers and executives via surveys and interviews, the study revealed a significant positive correlation between the use of HR analytics and enhancements in talent forecasting, turnover reduction, and alignment of HR initiatives with overall business strategy. The findings underscore HR analytics as a critical tool for enabling strategic decisions and optimizing workforce management.

Gerber et al. (2024) carried out an exploratory study in Switzerland to assess the adoption of HR analytics. Based on surveys and interviews, the study found that many organizations continue to depend primarily on descriptive analytics and face challenges related to data quality and analytical skills. The research highlighted a disconnect between anticipated benefits and actual results, emphasizing the importance of converting data insights into actionable strategies that align with organizational goals.

Yin (2024) explores the wider implications of HR analytics on employee development, concluding that its application not only boosts organizational effectiveness but also benefits individual employees and contributes to broader positive societal outcomes.

Živilė (2024) investigates the application of people analytics in HRM using qualitative insights from 12 HR professionals across different sectors. The study reveals that while organizations commonly use descriptive analytics for tasks like workforce planning and compensation, areas such as recruitment, selection, and training still rely heavily on intuition. The research emphasizes the practical advantages of people analytics in enhancing HR practices and organizational performance, while also identifying persistent challenges that hinder broader adoption.

Alrasheedi (2023) discovered that HR analytics adoption remains limited in Saudi Arabia, with just 36.42% of respondents in employee relations reporting its use. The study identified low awareness of HR analytics and insufficient support from senior leadership as the primary barriers to wider implementation.

McKinsey & Company (2022) reported that organizations leveraging predictive models to evaluate employee performance experienced a 25% boost in productivity and a 20% drop in

voluntary turnover. These results indicate that data-driven HR strategies empower companies to proactively address workforce challenges.

Kniffin et al. (2020) emphasized that the COVID-19 pandemic highlighted the critical role of metrics-based information. Organizations suddenly faced unexpected challenges in managing their workforce, requiring HR departments to rapidly adapt to new demands such as remote work, digital collaboration, team leadership, and mental health support.

Peeters, Paauwe, and Van De Voorde (2020) identify four essential components for the success of people analytics: enabling resources, analytics products, stakeholder engagement, and governance frameworks. Based on a narrative literature review, they underscore the significance of robust data systems, leadership commitment, and the knowledge, skills, abilities, and other characteristics (KSAOs) of analytics teams. Their framework offers valuable guidance for organizations aiming to develop or strengthen their people analytics capabilities to drive strategic decisions and boost overall performance.

Reddy and Lakshmikeerthi (2017) identified HR analytics as a valuable tool for processing workforce data to describe, analyze, predict, and optimize employee potential. Their study also highlighted key influencing factors such as institutional frameworks, competitive dynamics, organizational configuration, and structural design as critical in facilitating the effective use of HR analytics.

Jasmit Kaur and Alexis A. Fink (2017), through 22 interviews across 16 companies, found that organizations are leveraging HR analytics to build predictive models for hiring, retention, and attrition, as well as to tailor employee benefits using demographic and turnover data. HR analytics is also applied to improve employee engagement through satisfaction surveys, create data-driven staffing plans, and track talent movement such as transfers and promotions, and analyze labor market trends. Additionally, feedback on managerial practices is gathered to support leadership development, and the effectiveness of training programs is assessed as a key application area.

Angrave et al. (2016) emphasized that for HR practitioners to take on a truly strategic role, integrating analytics into HR processes is essential. Their analysis of big data and HR analytics theories revealed several implementation barriers, most notably a lack of analytical thinking among HR professionals. This skills gap was identified as a major obstacle to the effective adoption and advancement of HR analytics within organizations.

4. Methodology

This conceptual research draws on secondary sources including academic journals, articles, consulting firm reports (e.g., Deloitte, PwC, McKinsey, IBM), and case studies. It employs thematic synthesis and comparative literature review to uncover key trends, insights, and research gaps. Through a structured analysis of existing literature, the study investigates how HR data and analytics support strategic decision-making across diverse organizational settings.

5. Research Contribution

This study advances the field of Human Resource Analytics by synthesizing secondary data to illustrate how HR analytics drives strategic outcomes in areas such as workforce planning, talent development, and employee engagement. Unlike earlier research that typically centers on specific HR functions or regional contexts, this paper combines insights from recent academic studies and industry examples to showcase the wider strategic impact of HR analytics. It also outlines key facilitators and obstacles to adoption, providing practical, up-to-date relevance for organizations aiming to integrate data-driven approaches into HR decision-making.

6. Key Insights from Industry Cases and Literature

Key takeaways from both academic research and industry case studies reveal how HR analytics enhances strategic human capital management. The findings demonstrate how organizations use data to strengthen workforce planning, make informed talent-related decisions, and drive improved organizational performance.

6.1 Strategic Use Cases of HR Analytics

(a) Workforce Planning & Cost Modeling – ConAgra Foods

After acquiring Ralcorp, ConAgra experienced an approximate 40% rise in workforce size. To manage this growth efficiently, the company utilized Visier's platform to integrate HR and financial data, transitioning from yearly assessments to ongoing, cost-driven planning. This strategic shift led to a 5% reduction in overtime and generated annual savings of US $5–10 million (Visier, 2018).

(b)Productivity & Decision Speed – Chevron

Chevron established a global people analytics network with 295 members and introduced a standardized curriculum to streamline inconsistent HR reporting. As a result, the company achieved a 30% increase in HR productivity, eliminated over 100 hours of redundant reporting per business unit, and enabled faster, data-driven restructuring decisions (Deloitte, 2017).

(c)Strategic Workforce Planning – IBM

IBM implemented an AI-driven strategic planning system that identifies employee skills and aligns them with organizational needs. This approach resulted in a 50% decrease in time-to-hire, a 25% increase in learning engagement, and a 20% improvement in overall employee engagement.

6.2 Enablers of Strategic HR Analytics

(a)Analytical and Statistical Competencies

Alam et al. (2025) emphasize that for HR professionals to transform raw data into actionable strategic insights, they must be proficient in statistical methods, data modeling, and effectively communicating analytical outcomes.

(b)Managerial Support and Sponsorship

Leadership support—referred to as "analytical leadership" or "enterprise orientation" in frameworks such as DELTA (Davenport et al., 2010) and LAMP (Boudreau & Ramstad, 2007)—is essential for justifying analytics efforts and securing the necessary resources for successful implementation.

(c)HR Technology Literacy and Infrastructure

Research emphasizes that HR professionals need to be skilled in both fundamental HRIS systems and sophisticated analytics tools. Additionally, the presence of a cohesive data infrastructure significantly improves the accuracy and effectiveness of analytical modeling (Srivastava & Eachempati, 2021).

(d)Clear Use-Case Focus

Levenson and Fink (2017) stress the importance of focusing HR analytics on specific, business-critical use cases like talent retention and workforce planning, instead of conducting broad or exploratory reporting without clear objectives**.**

(e)Data Quality and Model Transparency

Calvard and Jeske (2018) point out that uncertainties in model design, issues with interpretability, and potential biases can undermine trust in HR analytics. They emphasize that ensuring algorithmic fairness and transparency is vital to maintain credibility and stakeholder confidence.

6.3 Barriers to Strategic Use

Research surfaces several persistent barriers limiting HR analytics maturity:

(a)Insufficient Analytical Skills

Empirical studies (Angrave et al., 2016; Harris et al., 2011; Marler& Boudreau, 2017) consistently reveal that many HR professionals lack the necessary statistical, technical, and analytical skills to develop models, interpret findings, and connect them effectively to organizational objectives.

(b)Weak Leadership Support

Fernandez and Gallardo-Gallardo (2021) emphasize that in the absence of strong leadership backing and sustained executive commitment, HR analytics initiatives often face difficulties in obtaining necessary resources, earning credibility within the organization, and achieving strategic influence.

(c)Poor Data Availability and Technical Infrastructure

Racherla (2021) points out that disjointed HR systems, poor data quality, and obsolete technologies greatly impede the effectiveness, consistency, and scalability of HR analytics efforts.

(d)Model Complexity and Lack of Transparency

Srivastava & Eachempati (2021) note that sophisticated data modeling brings challenges such as fairness concerns, difficulties in selecting appropriate features, and lack of transparency. When models are too complex to interpret, it can hinder stakeholder trust and slow down adoption.

(e)Cultural Resistance and Ethical Concerns

Fernandez & Gallardo-Gallardo (2021) highlight that resistance to change, concerns about data misuse, and privacy issues can obstruct the adoption of HR analytics. Overcoming these challenges demands a cultural shift, strong governance practices, and active involvement of employees to build trust and acceptance.

6.4 Industry Best Practices in Strategic HR Analytics

Practice Area	Description	Industry Example	Best Practice Recommendation
Phased Implementation Aligned with HR Cycles	Implement analytics modules gradually, aligning each phase with specific HR priorities and the organization's level of readiness.	ConAgra introduced Success Factors modules gradually to ensure effective adoption, while IBM initiated its rollout with AI-driven learning before expanding to skills inference. It's advisable to begin with simple, high-impact areas such as training or recruitment, and progressively move toward predictive analytics.	Begin with straightforward, high-value areas such as training or recruitment, and gradually expand into predictive analytics.
User-Centered Dashboards & Self-Service Tools	Tools must provide users with intuitive and actionable visual insights.	Fam Brands used people analytics to discover that remote work enhances	Create user-friendly dashboards that allow managers and HR professionals to independently

		productivity, which informed their hybrid work policy.	explore and analyze data.
Global Governance & Standardized Metrics	Centralized governance maintains uniformity and strategic alignment across different departments.	Chevron's governance structure unified HR metrics across global operations, while Cisco applies people analytics to optimize workspace utilization.	Establish cross-functional teams to oversee analytics initiatives and standardize metric definitions.
Integrate HR with Business Data	Integrating HR data with finance and operations reveals strategic interconnections.	Lowe's discovered that stores with higher employee engagement generated 4% more in sales per square foot.	Develop unified data pipelines and simulate business scenarios for strategic insights.
Ethical Use & Model Transparency	Models should be transparent, unbiased, and uphold data privacy standards.	IBM employs AI to enhance learning processes but refrains from using it for hiring decisions, prioritizing transparency and fairness.	Establish ethical standards and maintain transparent model documentation to foster trust and accountability.
Focus on Business-Relevant Use Cases	Analytics initiatives should target specific, quantifiable business problems.	General Electric applied predictive analytics to align its workforce planning with anticipated organizational demands.	Focus on initiatives that offer measurable returns and align with strategic goals, guided by frameworks such as DELTA or LAMP.

Predictive Analytics for Retention	Apply predictive models to anticipate and minimize employee attrition.	IKEA cut employee turnover from 20% to around 12% through predictive analytics, while Target achieved a 25% reduction.	Target achieved a 25% decrease in turnover by analyzing employee data to identify high-risk individuals and implementing tailored retention strategies.
Data-Driven Recruitment	Use analytics and AI in recruitment processes to enhance candidate quality and promote workforce diversity.	Unilever reduced hiring expenses by nearly 50% using AI-driven assessments, while Airbnb shortened its time-to-fill by 30%.	Leverage AI and predictive analytics for candidate selection while monitoring time-to-fill, hiring costs, and diversity outcomes.

7. Discussion and Implications

Insights from industry cases and academic literature indicate that although the use of HR analytics is growing, its maturity and strategic integration differ widely across organizations. Most companies still primarily rely on descriptive analytics, with limited application of more advanced predictive or prescriptive approaches (Gerber et al., 2024; Živilė, 2024). However, analytics efforts that are tied to concrete business challenges—such as employee retention, workforce planning, and cost optimization—tend to yield more tangible value and strategic impact (Levenson& Fink, 2017; Visier, 2018).

Key enablers like data literacy, leadership support, and robust technological infrastructure are essential for the effective adoption of HR analytics. As highlighted by Alam et al. (2025) and Srivastava &Eachempati (2021), HR professionals must develop statistical and analytical capabilities while leveraging user-friendly tools to generate actionable insights. Real-world examples such as Chevron's global standardization of HR metrics (Deloitte, 2017) and IBM's AI-driven skill matching system illustrate how aligning analytics with core business functions can drive efficiency, boost employee engagement, and improve cost outcomes.

Despite progress, several barriers continue to hinder the widespread adoption of HR analytics across industries and regions. Many HR professionals lack adequate training in analytics and struggle to interpret and apply data insights effectively (Angrave et al., 2016; Marler & Boudreau, 2017). In the absence of strong leadership commitment, analytics initiatives often

fail to scale or influence strategic decisions (Fernandez & Gallardo-Gallardo, 2021). Additionally, ethical concerns—such as data privacy, algorithmic bias, and lack of transparency—can reduce stakeholder trust and slow down implementation (Calvard & Jeske, 2018).

Leading industry practices suggest beginning with targeted, low-complexity use cases, adopting intuitive dashboards, upholding ethical transparency, and aligning HR analytics with wider business objectives. For instance, Lowe's identified a clear correlation between employee engagement and sales outcomes, while Unilever and IKEA leveraged predictive analytics to lower hiring costs and minimize employee attrition (McKinsey, 2022).

Implications

The findings of this study carry significant implications. From a theoretical perspective, they validate models like DELTA (Davenport et al., 2010) and the HR value proposition framework, highlighting HR analytics as a key strategic tool in managing human capital (Peeters et al., 2020). This research adds to the expanding body of literature that redefines HR's role from a traditional administrative unit to a strategic, data-driven partner in business success.

On a practical level, the study underscores the need for HR leaders to focus on building capabilities in areas like statistical reasoning and data interpretation. Organizations should secure leadership backing, allocate sufficient resources, and roll out analytics projects in phases that align with HR cycles and strategic business goals. Ethical, transparent data practices are also essential to gain trust and ensure lasting impact. In emerging markets, such as India, the findings point to the need for broader institutional support through education, policies, and digital infrastructure to overcome gaps in skills and technology and mainstream the use of HR analytics.

8. CONCLUSION

HR analytics has become a vital strategic instrument for enabling data-informed decisions in areas like workforce planning, talent management, and employee engagement. Although some organizations report tangible benefits such as improved productivity and reduced costs, broader implementation is still hindered by challenges like insufficient analytical skills, inadequate data systems, and limited backing from leadership.

To maximize the potential of HR analytics, organizations need to develop analytical expertise, ensure ethical data practices, and closely align analytics efforts with overall business objectives. When applied effectively, HR analytics elevates HR from a traditional administrative role to a strategic partner that contributes directly to organizational performance and growth.

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