



A Study on Artificial Intelligence Workforce Diversity: An HRM Perspective.

Nikita Bhati¹, Dr. Dipak Makwana²

¹Student of MSW-HRM, Faculty of Social Work, Parul University, Waghodiya, Vadodara, Gujarat, India

²Research Guide, Faculty of Social Work, Parul University, Waghodiya, Vadodara, Gujarat, India.

ABSTRACT

The rapid integration of artificial intelligence (AI) into organizational structures has transformed not only technological capabilities but also workforce dynamics. This study explores the diversity within the AI workforce from a human resource management (HRM) perspective, focusing on the challenges, opportunities, and strategies for fostering inclusive environments in AI-driven organizations. Through a review of current literature, industry reports, and HRM practices, the research identifies critical gaps in representation across gender, ethnicity, educational background, and socioeconomic status within AI roles. It also examines how HR policies and talent management strategies can be adapted to enhance diversity and inclusion. By highlighting best practices and proposing actionable frameworks, this study aims to guide HR professionals and organizational leaders in building a more equitable and innovative AI workforce. The findings underscore the necessity of aligning diversity goals with ethical AI development and sustainable organizational growth.

Introduction

Artificial Intelligence (AI) has emerged as a transformative force across industries, reshaping the way businesses operate, make decisions, and engage with consumers. As organizations increasingly adopt AI technologies to drive innovation and efficiency, the composition and dynamics of the AI workforce have become areas of growing interest and concern. Despite its potential to promote objectivity and automation, the field of AI often reflects deep-rooted societal biases—many of which stem from a lack of diversity within the teams that design, develop, and deploy these systems.

Workforce diversity, encompassing dimensions such as gender, race, ethnicity, age, educational background, and socio-economic status, is essential for fostering creativity, ethical decision-making, and inclusive innovation. However, studies consistently show that the AI sector suffers from significant diversity gaps, particularly with regard to the underrepresentation of women, ethnic minorities, and individuals from non-technical or interdisciplinary backgrounds.

From a Human Resource Management (HRM) perspective, addressing these disparities is both a strategic and ethical imperative. HRM plays a critical role in shaping recruitment, development, and retention practices that can either reinforce or dismantle existing inequalities. By adopting inclusive policies and practices, HR leaders can cultivate diverse AI teams that better reflect the broader society and are more capable of identifying and mitigating algorithmic bias.

This study aims to explore the current state of diversity in the AI workforce, analyze the underlying causes of underrepresentation, and examine the role of HRM in promoting equity and inclusion. Through a comprehensive review and critical analysis, the research provides insights into how organizations can align diversity goals with sustainable AI development, ensuring a more balanced and innovative future.

Review of literature

The growing influence of artificial intelligence (AI) across industries has prompted a critical examination of the workforce behind its development. Several studies have raised concerns about the significant lack of diversity in AI-related roles, particularly with regard to gender, race, and socio-economic background. Reports from leading tech firms show that women make up a small percentage of AI professionals, and representation of Black, Hispanic, and Indigenous individuals remains disproportionately low. These disparities are often rooted in structural barriers, such as unequal access to STEM education and unconscious bias in recruitment and career advancement processes.

Diversity in the AI workforce is more than a moral imperative—it is a practical necessity. Research indicates that diverse teams are better equipped to approach problems from multiple perspectives, leading to more innovative and comprehensive solutions. In AI development, this diversity becomes especially crucial, as homogeneous teams may unintentionally embed their own biases into the technologies they create. This has been demonstrated in

real-world cases where facial recognition systems have shown racial and gender-based inaccuracies, largely due to the lack of diverse input during the design phase.

Human Resource Management (HRM) plays a strategic role in addressing these diversity challenges. Through inclusive hiring practices, equitable performance evaluations, and development opportunities, HR professionals can foster environments where diverse talent not only enters the field but also thrives. Implementing mentorship programs, diversity and bias training, and transparent career progression pathways are among the HR initiatives that have been shown to enhance inclusion and reduce attrition among underrepresented groups in tech and AI.

In addition to traditional HR practices, strategic HRM emphasizes the alignment of diversity and inclusion (D&I) goals with broader organizational objectives. By embedding diversity metrics into leadership KPIs and organizational culture, companies are more likely to sustain meaningful change. Moreover, incorporating principles of intersectionality—the understanding that individuals can face multiple, overlapping forms of discrimination—enables HRM to design more targeted and effective diversity interventions.

Overall, the literature suggests that improving diversity in the AI workforce requires a comprehensive, systemic approach involving educational institutions, organizations, and policymakers. However, within organizations, HRM stands as a critical driver of this change. By reimagining workforce strategies through an equity lens, HR leaders can help build AI teams that are not only more representative of society but also more innovative, ethical, and resilient.

Research Methodology

Research design, the formulation of a foundation for identifying the research challenges, is known as research design. The research design is the term used to describe the planning of the research projects.

Exploratory Research

Descriptive Research

Casual Research

Research design: The study is intended to be exploratory in nature since it aims to comprehend the perspectives and level of preparedness of organizations to integrate AI into their HR procedures, as well as the efforts made by HR professionals to diversify their workforce and the difficulties resulting from this.

For the "workforce diversity" metric, it takes into account elements like gender, sexual orientation, race/ethnicity, and disability status in addition to the idea and application of AI.

Data collection method

From the workers in other industries. Conclusions are drawn, and the appropriate archive is provided. Descriptive research design was utilized in this project to assess several industries.

Sources of information 51 Preliminary two sources of information, primary as well as secondary.

Questionnaires are used to acquire primary data. Questionnaire that was used to gather data. Principal information questionnaire-based collection.

Sampling Method

"Snowball sampling" was the sample technique employed in the study. Following the identification of the first few responders, the researcher asked them for references before distributing the questionnaires via a shareable link, mostly via WhatsApp and emails.

Data collection method

PRIMARY DATA: A questionnaire that included both closed-ended and open-ended questions was used to gather the primary data for this study. The questionnaire was prepared by consulting a variety of books, research articles, and other relevant literature on workforce diversity and artificial intelligence.

CONTENT VALIDATION: Two HR professionals with over ten years of experience validated the questionnaire's content before the data collection procedure began, and the necessary adjustments were made in response to their input.

PILOT STUDY: Following content validation, five qualified respondents participated in a pilot study of the questionnaire, during which necessary modifications were performed.

Findings:

A survey of 51 respondents was conducted to assess the current state of artificial intelligence (AI) integration and workforce diversity from an HRM perspective. The respondents were mostly young (21–30 years), well-educated, and represented both domestic and international organizations. There was a visible gender gap (60.8% men, 39.2% women) with no transgender respondents, suggesting limited inclusion in that area. Most respondents identified as heterosexual, with only one identifying as homosexual. A small number had physical or mental disabilities, indicating growing but still limited efforts toward inclusion.

In terms of **AI awareness**, only half of the participants had a clear understanding of AI and its HR implications. Many organizations have partially automated or digitized HR systems, with few plans for full AI integration. Despite believing that AI could improve HR functions such as recruitment and training, respondents also feared that social aspects of HR—like organizational culture and legal concerns—could suffer. Overall, AI adoption remains cautious and limited.

Regarding **workforce diversity**, organizations continue to ask for personal details during hiring, undermining true inclusiveness. While some progress has been made—such as recognition of menstruation-related needs and offering maternity leave—paternity leave remains less common, and transgender inclusion is virtually absent. Sensitivity training is rare, and many organizations offer only basic facilities for employees with disabilities. However, many companies have established formal diversity policies with penalties for violations, and gender-related conflicts remain the most common.

Suggestions:

- Conduct AI-focused training and awareness workshops for employees.
- Define clear objectives and strategies before implementing AI.
- Engage employees whose jobs are likely to be affected by automation.
- Eliminate unnecessary personal questions during hiring to reduce bias.
- Emphasize personalization in HR processes like training, compensation, and job design.
- Foster an adaptable and inclusive organizational culture.
- Redesign both conceptual frameworks and physical infrastructure to support AI and diversity.
- Restructure pay and benefits with considerations for gender, disability, sexual orientation, and race.

Conclusion:

The **conclusion** highlights that while Gujarat-based organizations are initiating diversity and AI integration, they lack readiness in key areas—such as technical infrastructure, conceptual clarity, and strategic planning. There is a gap between intentions and practical implementation.

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