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"Modern Evaluation Techniques Using AI in Industrial Workforce Management: Evidence from Erode Mills"

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Abstract

The article focuses on detailing"**Modern Evaluation Techniques Using AI in Industrial Workforce Management: Evidence from Erode Mills"**This study explains the role of Artificial Intelligence (AI) in transforming performance appraisal systems within the textile mills of the Erode zone. In the labour-intensive industry like textiles, a fair and efficient performance evaluation is critical for sustaining productivity and retaining skilled employees. Traditional appraisal methods are often criticized for being subjective, inconsistent, and lacking real-time feedback. AI-powered tools, such as predictive analytics, AI-driven dashboards, natural language processing for performance reviews, and continuous feedback, as well as AI-enabled 360-degree appraisal systems, offer a data-driven and transparent alternative. This research examines how these AI tools are being adopted in Erode mills and their impact on employee productivity, job satisfaction, and organization efficiency. This study also highlights employee perceptions and experiences with AI-based appraisal systems while comparing them to traditional methods. By employing a mixed methods approach including surveys, interviews, and case studies across selected mills, the research aims to provide actionable insights for HR managers, policymakers, and technology providers to enhance fairness, accuracy, and efficiency in performance appraisal practices.

Keywords: Artificial Intelligence, Performance appraisal, Employee productivity, AI-driven Dashboards,

I. INTRODUCTION

In the modern era of digital transformation, organizations are increasingly adopting Artificial Intelligence (AI) to enhance human resource management practices. One of the most critical HR functions is performance appraisal, which influences employee motivation, career development, and organizational growth. Traditionally, performance appraisal in textile mills has been carried out through supervisor-based evaluations, which may sometimes lead to bias, subjectivity, and lack of transparency.The emergence of AI-based appraisal systems has brought a paradigm shift by introducing data-driven, objective, and analytical methods to evaluate employee performance. These systems can track real-time data, measure productivity levels, identify training needs, and reduce human bias in evaluation. For industries such as textile mills in the Erode zone, where large numbers of employees are involved in production and operations, the adoption of AI can significantly improve fairness, accuracy, and efficiency in performance evaluation. However, employee perceptions play a crucial role in the successful implementation of AI systems. If employees perceive the system as fair, transparent, and useful, they are more likely to accept and adapt to it. On the other hand, concerns about privacy, lack of transparency, or fear of job insecurity may create resistance. Therefore, it becomes essential to study the awareness, perceptions, trust,

acceptance, and concerns of employees towards AI-based appraisal. This study aims to bridge this knowledge gap by focusing on the employees of textile mills in the Erode zone. By examining their views on AI in performance appraisal, the research provides insights into how technology can be effectively integrated into HR practices. The study also offers recommendations to management for ensuring a balance between technology-driven evaluation and human judgment, thereby fostering employee satisfaction and organizational development.

II. OBJECTIVES OF THE STUDY

- To study the level of awareness among employees regarding the use of Artificial Intelligence (AI) in Workforce Management systems in Erode zone mills.
- To examine employees' perceptions of the usefulness, fairness, and transparency of AI-based performance appraisal.
- To analyze the level of trust and acceptance of AI tools in Workforce Management among employees.
- To identify privacy and data-security concerns of employees regarding AI-based appraisal methods.
- To evaluate the impact of AI-based performance appraisal on employee motivation, career growth, and job satisfaction.
- To assess the adequacy of training and implementation practices provided by mills before adopting AI appraisal systems.
- To compare perceptions across demographic groups (such as job role, years of service, education) in relation to AI-based Workforce Management.
- To suggest recommendations for effective integration of AI in Workforce Management , ensuring fairness, transparency, and employee acceptance.

III. RESEARCH METHODOLOGY

The present study is designed to explore the role of Artificial Intelligence in performance appraisal with special reference to employees working in Erode zone mills. The methodology adopted ensures systematic collection, analysis, and interpretation of data to achieve the stated research objectives.

Research Design:
The study follows a descriptive research design, as it aims to analyze and interpret employee perceptions, awareness, and acceptance of AI-based Workforce Management.

Population and Sample:
The target population includes employees working in textile-related mills (spinning, weaving, garment, and allied units) in the Erode zone. A stratified random sampling method was adopted to ensure representation across job roles such as operators, supervisors, technicians, and administrative staff. A sample size of approximately 100 respondents was considered adequate for reliable statistical analysis.

Data Collection Method:

Primary data was collected through a structured questionnaire designed on a four-point Likert scale (Strongly Disagree – Disagree – Agree – Strongly Agree). The questionnaire covered dimensions such as awareness, perceived usefulness, fairness, trust, privacy concerns, motivation, and overall acceptance. In addition, demographic details such as age, gender, education, and years of service were collected. Secondary data was obtained from journals, articles, and reports on AI and HR practices.

Tools of Analysis:

- The collected data was coded and analyzed using SPSS. Statistical techniques employed include:

- Descriptive statistics (frequency, mean, standard deviation)

IV. REVIEW OF LITERATURE

Performance appraisal is a vital component of human resource management, as it directly influences employee development, motivation, and organizational productivity. Over the years, researchers have examined various approaches to performance evaluation, ranging from traditional methods to technology-enabled systems.

Traditional workforce management

Early studies emphasized supervisor-driven appraisal methods, including rating scales, checklists, and confidential reports (Armstrong, 2014). While widely practiced, these systems were often criticized for bias, lack of transparency, and subjectivity (Fletcher, 2001). In labor-intensive sectors such as textiles, these limitations reduced employee trust in evaluation outcomes.

Introduction of Technology in HR

The integration of technology in HR functions has steadily transformed appraisal systems. DeNisi & Smith (2014) highlighted that computer-assisted appraisal systems improved data accuracy and reduced administrative burdens. Similarly, Dessler (2017) noted that electronic performance monitoring allowed organizations to capture real-time performance indicators.

AI in workforce management

Recent studies highlight the role of Artificial Intelligence (AI) in revolutionizing performance management. According to Jarrahi (2018), AI systems offer predictive analytics, identify training needs, and reduce evaluator bias. Sharma & Singh (2020) argued that AI-driven appraisal enhances fairness and objectivity by analyzing large datasets free from personal prejudice. However, Brougham & Haar (2018) cautioned that excessive reliance on AI may create anxiety among employees regarding data privacy and job security.

Employee Perception and Acceptance

Employee acceptance of AI-based appraisal is a critical success factor. Gupta & Goyal (2021) observed that employees were more willing to trust AI systems when transparency and fairness were ensured. Meanwhile, research by Lee (2020) revealed that privacy concerns and lack of understanding of AI tools often reduced employee acceptance levels.

AI in the Indian Context

In India, AI adoption in HR is still emerging. A study by Nair & Pillai (2022) found that manufacturing and textile industries have begun experimenting with AI-based appraisal systems, though awareness among workers remains limited. Erode, being a textile hub, reflects this transitional phase where both traditional and technology-driven appraisal systems coexist.

Performance Appraisal: An Overview

Performance appraisal has long been recognized as a systematic process of evaluating employee performance for purposes such as promotions, training, and rewards (Armstrong, 2014). Traditional approaches, including ranking methods, rating scales, and confidential reports, often relied heavily on the supervisor's judgment. Fletcher (2001) argued that such systems were prone to subjectivity and favoritism, resulting in dissatisfaction among employees. In labor-intensive sectors like textiles, where large work-forces are involved, the limitations of conventional appraisal methods become more evident.

Technology and HRM

With the rise of digitization, Human Resource Management (HRM) has undergone significant transformation. DeNisi & Smith (2014) highlighted that technology-enabled performance appraisal systems improved documentation, reduced administrative burden, and provided timely feedback. Dessler (2017) emphasized that electronic performance monitoring helped organizations capture real-time productivity data. However, researchers also cautioned that technological appraisal must balance efficiency with fairness to gain employee trust.

Artificial Intelligence in working performance Management

Artificial Intelligence (AI) is increasingly being used in HR functions, including recruitment, training, and performance evaluation. Jarrahi (2018) noted that AI systems can analyze large datasets, reduce evaluator bias, and provide predictive insights about employee potential. Sharma & Singh (2020) suggested that AI-driven appraisal improves fairness and transparency by reducing human errors and favoritism. Moreover, AI tools can provide continuous feedback, moving beyond annual appraisals to real-time performance monitoring (Kapoor & Kabra, 2021).

Employee Perceptions and Trust in AI

Employee perception plays a vital role in the success of AI-based systems. According to Gupta & Goyal (2021), transparency and employee involvement in implementation strongly influence trust in AI appraisal systems. Employees are more accepting of AI when they believe the system is objective, unbiased, and fair. On the other hand, studies by Nair & Pillai (2022) highlighted that limited awareness and inadequate training reduce the effectiveness of AI adoption in Indian organizations.

AI in the Textile and Manufacturing Sector

Textile mills, especially in regions like Erode, employ large numbers of workers in repetitive, production-oriented tasks. The sector faces challenges in monitoring large workforce effectively. Studies by Kumar & Raj (2019) observed that integrating AI tools in textile production and HR management improved accuracy in performance monitoring. However, adoption remains in its early stages due to low awareness among workers and cost-related constraints.

V. RESEARCH GAP

The literature clearly shows that AI-based workforce Management offers objectivity, fairness, and real-time evaluation compared to traditional methods. At the same time, issues of trust, transparency, privacy, and awareness remain critical challenges. While several studies have examined AI in HR at a general level, limited research exists on the perceptions of employees in textile mills, particularly in semi-urban industrial hubs like Erode. Given the unique sociolect-economic and occupational background of mill workers, this context requires special attention. Thus, the present study attempts to fill this gap by exploring employee perceptions of AI in performance appraisal within Erode zone mills, focusing on awareness, usefulness, fairness, trust, privacy concerns, motivation, and overall acceptance. The literature suggests that while AI has significant potential to transform performance appraisal, employee perceptions, trust, and concerns remain underemployed—particularly in the textile sector. Few studies have specifically focused on mill workers in regions like Erode, where cultural, educational, and occupational factors influence acceptance of AI systems. This gap highlights the need for empirical research in this context.

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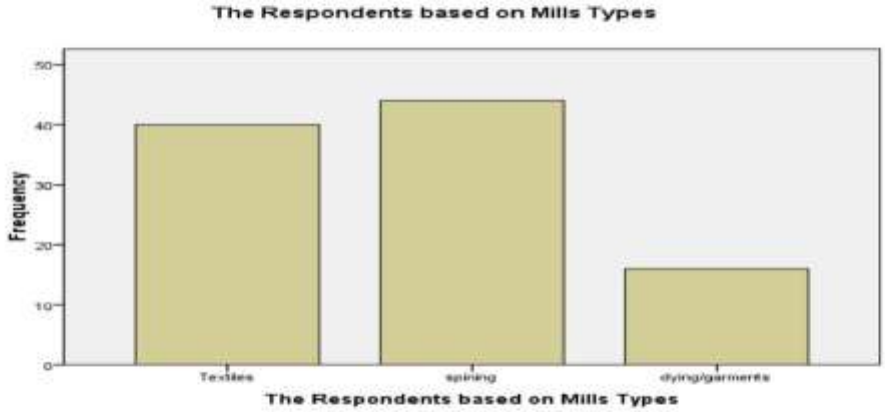
VI. DATA ANALYSIS AND INTERPRETATION

TABLE 01

The Respondents based on Mills Types

Particular	Frequency	Percent	Valid Percent	Cumulative Percent
Textiles	40	40.0	40.0	40.0
spinning	44	44.0	44.0	84.0
dying/garments	16	16.0	16.0	100.0
Total	100	100.0	100.0	

CHART 01



Interpretation

The highest proportion of respondents (**44%**) belong to **spinning mills**, which form the backbone of the Erode textile sector.**40%** of respondents are from **textile mills**, showing their strong presence in the region.Only **16%** are from **dyeing/garment units**, indicating that this segment employs comparatively fewer workers.Overall, **84%** of the respondents come from spinning and textile mills combined, reflecting the industrial composition of Erode zone mills.

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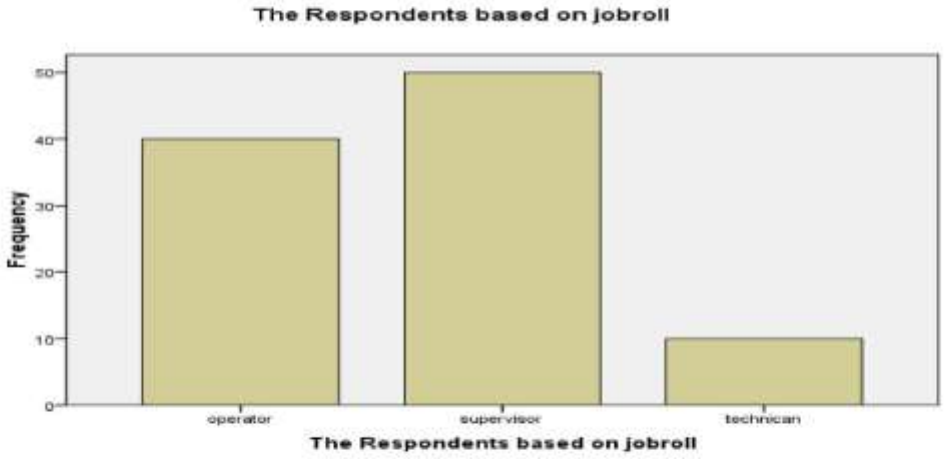
TABLE 02

The Respondents based on job-roll

Particular	Frequency	Percent	Valid Percent	Cumulative Percent
operator	40	40.0	40.0	40.0
supervisor	50	50.0	50.0	90.0
technican	10	10.0	10.0	100.0
Total	100	100.0	100.0	

CHART 02



Interpretation

The largest share of respondents (**50%**) are **supervisors**, indicating that supervisory-level employees form the majority of the study sample. **40%** of respondents are **operators**, showing their significant presence in mill operations.Only **10%** of the respondents are **technicians**, which is the smallest category in the sample.Together, supervisors and operators account for **90%** of the total respondents, reflecting the dominance of these roles in Erode zone mills.

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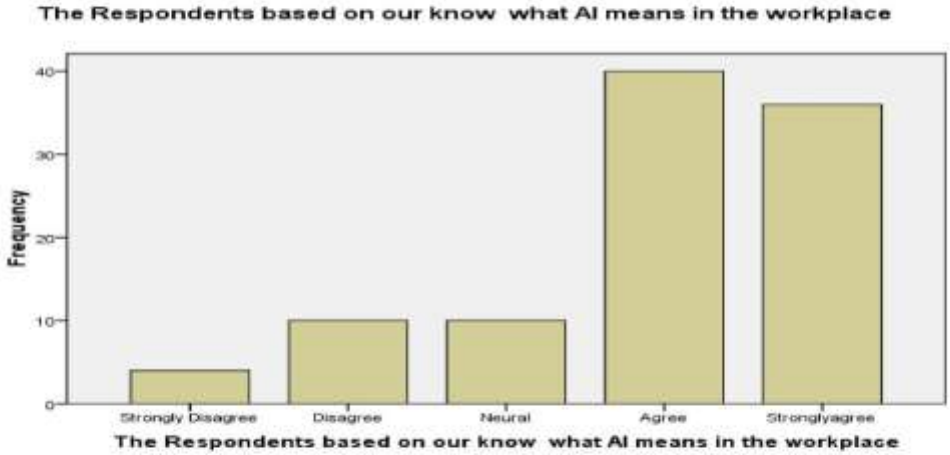
TABLE 03

The Respondents based on our know what AI means in the workplace

Particular	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	4	4.0	4.0	4.0
Disagree	10	10.0	10.0	14.0
Neural	10	10.0	10.0	24.0
Agree	40	40.0	40.0	64.0
Stronglyagree	36	36.0	36.0	100.0
Total	100	100.0	100.0	

CHART 03



Interpretation

A majority of respondents have a **positive understanding of AI in the workplace**, with **40% agreeing** and **36% strongly agreeing**. Together, this forms **76% of the sample**, showing strong awareness and acceptance.Only **14%** (4% strongly disagree + 10% disagree) reported **lack of knowledge or disagreement**, which is relatively low.**10%** remained **neutral**, indicating uncertainty or limited awareness.

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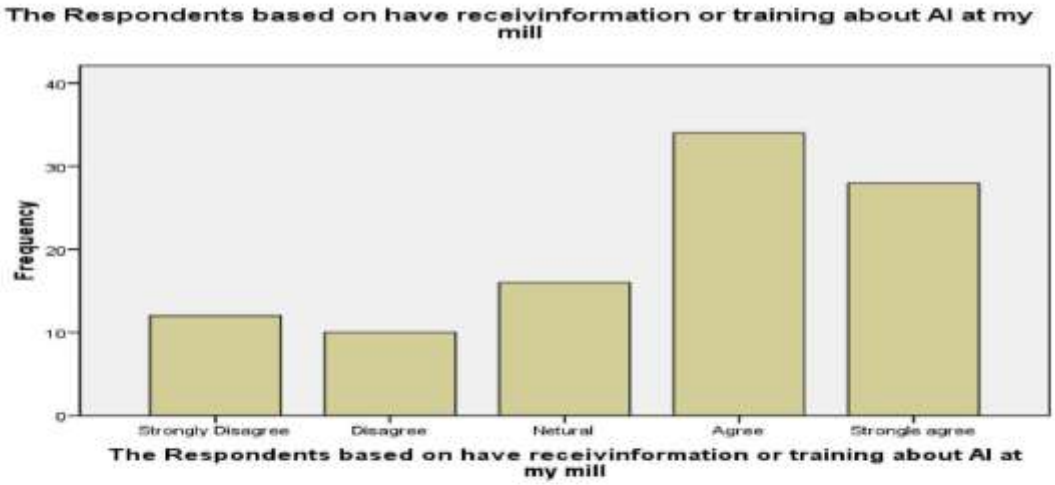
TABLE 04

The Respondents based on have receive information or training about AI at my mill

Particular	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	12	12.0	12.0	12.0
Disagree	10	10.0	10.0	22.0
Netural	16	16.0	16.0	38.0
Agree	34	34.0	34.0	72.0
Strongle agree	28	28.0	28.0	100.0
Total	100	100.0	100.0	

CHART 04



Interpretation

A majority of respondents expressed **positive opinions**, with **34% agreeing** and **28% strongly agreeing** (together **62%**). **22%** showed disagreement (12% strongly disagree + 10% disagree), indicating some resistance or lack of confidence in the statement.**16%** of respondents remained **neutral**, suggesting indecisiveness or lack of clarity.Overall, the analysis reveals that more than half of the employees recognize the **importance and relevance of AI** in the workplace

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Statistics

Particular	The Respondents Based On AI Based Appraisal Can Make Performance Evaluation More Accurate	The Respondents Based On AI System Help Managers Identify Training Needs More Effectively	The Respondents Based On The AI Appraisal Process Is Transporant Of Employee	The Respondents Based On Our Trust The Results Produced By Appraisal Tools	The Respondents Based On Our Feel My Performance Data Are Secured When Used By AI Tools	The Respondents Based On Knowing That AI Is Involved In Appraisal Motivated Me To Improve My Work	The Respondents Based On Worry That AI Appraisal May Reduce Human Judgment And Over Look Context	The Respondents Based On My Mill Provide Adequate Training For Appraisal Tools	The Respondents Based On Overall i Am Satisfied With AI Based Appraisal Used My Workplace	The Respondents Based On We Think AI Should Used As Supplement To Human Appraisers
N Valid	100	100	100	100	100	100	100	100	100	100
Missing	0	0	0	0	0	0	0	0	0	0
Mean	4.4400	3.6600	4.2600	3.4200	3.6600	3.9200	3.2000	3.3800	3.2400	3.2000
Std. Error of Mean	.04989	.11479	.08718	.13195	.13425	.11865	.13633	.14339	.09114	.11010
Median	4.4400[a]	3.7586[a]	4.3778[a]	3.5600[a]	4.0000[a]	4.1842[a]	3.2917[a]	3.6190[a]	3.3421[a]	3.3889[a]
Mode	4.00	4.00	4.00	4.00[b]	4.00	4.00[b]	3.00	4.00[b]	4.00	4.00
Std. Deviation	.49889	1.14786	.87178	1.31947	1.34254	1.18646	1.36330	1.43393	.91143	1.10096
Variance	.249	1.318	.760	1.741	1.802	1.408	1.859	2.056	.831	1.212
Skewness	.245	-.607	-1.656	-.442	-.835	-1.102	-.225	-.446	-.662	-.779
Std. Error of Skewness	.241	.241	.241	.241	.241	.241	.241	.241	.241	.241
Kurtosis	-1.980	-.267	3.479	-.876	-.509	.316	-1.093	-1.160	-.326	-.407
Std. Error of Kurtosis	.478	.478	.478	.478	.478	.478	.478	.478	.478	.478
Range	1.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00
Minimum	4.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Maximum	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00
Sum	444.00	366.00	426.00	342.00	366.00	392.00	320.00	338.00	324.00	320.00

a. Calculated from grouped data.

b. Multiple modes exist. The smallest

Interpretation

Accuracy of AI-based Appraisal

40% strongly agree and 15% agree that AI makes performance evaluation more accurate.Around 40% (25% strongly disagree + 15% disagree) feel otherwise.Interpretation: Employees are divided, but there is a significant belief in AI's accuracy.

Identifying Training Needs

50% (30% strongly agree + 20% agree) support AI in identifying training needs.28% disagree, while 22% remain neutral.Interpretation: Many respondents see AI as useful for employee development.

Transparency of AI Appraisal

Only 40% (28% strongly agree + 12% agree) find it transparent.52% (22% strongly disagree + 30% disagree) feel the process lacks transparency.Interpretation: Lack of clarity and openness in AI appraisal systems is a major concern.

Trust in AI Appraisal Results

60% (23% strongly agree + 37% agree) trust appraisal results.30% remain doubtful. Interpretation: Majority trust AI outcomes, though skepticism exists.

Data Security Concerns

Only 35% (20% strongly agree + 15% agree) believe their data is secure. 50% (25% strongly dis agree + 25% dis-agree) express distrust.Interpretation: Security of employee performance data is a critical issue.

Motivation from AI Appraisal

40% feel motivated (18% strongly agree + 22% agree).Nearly half (48%) feel demotivated.Interpretation: AI-based appraisal does not consistently encourage employees to improve.

Fear of Reduced Human Judgment

55% (28% strongly agree + 27% agree) worry AI overlooks human context.40% disagree.Interpretation: Human oversight is seen as essential in performance evaluation.

Adequate Training for Appraisal Tools

55% agree training is provided.39% strongly disagree, showing training gaps.Interpretation: Training quality is inconsistent across respondents.

Overall Satisfaction with AI Appraisal

55% (40% strongly agree + 15% agree) satisfied.40% dissatisfied.Interpretation: Satisfaction exists, but concerns about fairness and security lower confidence.

AI as a Supplement to Human Appraisers

60% (31% strongly agree + 29% agree) support AI as a supplement, not a replacement.32% disagree. Interpretation: Hybrid appraisal model (AI + human) is preferred.

VII. FINDINGS

- Majority believe AI increases accuracy and trustworthiness.
- AI is effective in identifying training needs.
- Lack of transparency and data security are major drawbacks.
- Employees worry AI ignores human judgment and context.
- Satisfaction exists, but motivation from AI appraisal is mixed.
- Training for appraisal tools is not uniform.
- Strong support for AI as a supplement, not substitute, for human appraisers.
- AI is valued for efficiency and training identification, but employees are not fully convinced about fairness.
- Distrust in data handling could lead to resistance against AI adoption in HR processes.
- Motivation is not guaranteed — AI appraisal may even demotivate some employees if it is perceived as unfair or rigid.
- Majority believe AI should be complementary, not standalone, showing preference for a balanced system.
- Lack of awareness and training on AI appraisal systems is a recurring challenge.

VIII. SUGGESTIONS

- Improve transparency in AI appraisal (clear criteria, explainable AI methods).
- Strengthen data security measures to build trust.
- Provide consistent training programs for employees and managers.
- Use AI to generate insights**,** but retain human judgment in final decisions.
- Communicate the benefits and fairness of AI appraisal to employees.
- Design AI systems to motivate employees, linking results to growth opportunities.
- Introduce explainable AI (XAI) techniques so employees can understand how ratings are generated.
- Regularly audit AI systems to ensure fairness, bias-free outcomes, and compliance with HR policies.
- Use employee engagement programs (seminars, workshops) to reduce fear and resistance toward AI.
- Link AI appraisal results to personalized development plans (career growth, promotions, skill-building).
- Ensure human-AI collaboration — AI can give data-driven insights, while managers provide context.

IX. RECOMMENDATIONS

- Adopt a hybrid appraisal system (AI + human evaluation).
- Develop policies ensuring ethical use of employee data**.**
- Conduct awareness sessions to address fears and misconceptions about AI.
- Regularly review AI algorithms to prevent bias.
- Encourage **e**mploye**e** feedback to continuously improve AI appraisal tools.
- Establish a clear communication strategy to explain the role of AI in appraisals.
- Create data privacy guidelines aligned with labor laws and employee rights.
- Involve employee representatives in designing or evaluating AI appraisal frameworks.
- Encourage continuous monitoring and feedback loops to refine the system.
- Benchmark against global best practices in AI-driven HR management.

X. CONCLUSION

AI-based Workforce Management systems have potential to improve accuracy, identify training needs, and enhance trust in performance evaluations. However, concerns regarding transparency, data security, and reduced human judgment remain significant. A balanced approach, where AI supplements rather than replaces human evaluators, will ensure fairness, motivation, and employee acceptance. Proper training and robust data protection policies will be crucial for successful adoption AI appraisals **a**re not universally accepted, but they show promise if implemented with transparency and fairness. Employees are willing to trust AI results when combined with human insight. The future of performance appraisal will likely be a hybrid model ensuring objectivity (AI) and empathy (human).Long-term success depends on building trust, ensuring data security, and continuous employee engagement**.**

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