

**Employee Awareness of AI-Enabled Continuous Performance
Evaluation and Employee Motivation: A Study among IT
Employees in Trivandrum**

MA HUMAN RESOURCE MANAGEMENT

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ABSTRACT

This study, titled "Employee Awareness of AI-Enabled Continuous Performance Evaluation and Employee Motivation: A Study among IT Employees in Trivandrum," examines the level of employee awareness regarding AI-enabled continuous performance evaluation systems and analyses its relationship with employee motivation in the IT sector in Trivandrum. AI-enabled continuous performance evaluation refers to the use of artificial intelligence, automated feedback mechanisms, data analytics, and real-time monitoring systems to assess employee performance continuously rather than relying solely on traditional periodic appraisal methods. As organizations increasingly integrate AI into human resource management practices, it becomes important to understand how employees perceive these systems and how their awareness influences motivation in the workplace.

The study adopts a descriptive and analytical research design with a quantitative research approach. Primary data were collected through a self-structured questionnaire administered using Google Forms. A non-probability snowball sampling technique was employed to collect responses from 67 IT employees working in Trivandrum. The collected data were analysed using the Statistical Package for the Social Sciences (SPSS). Statistical tools including frequency analysis, descriptive statistics (mean and standard deviation), and Pearson's correlation analysis were used to achieve the objectives of the study. The findings reveal that employees possess a moderate level of awareness regarding AI-enabled continuous performance evaluation systems, with a mean score of 3.33 and a standard deviation of 0.88. Similarly, employee motivation was found to be moderate, with a mean score of 2.91 and a standard deviation of 0.79. The correlation analysis indicated a moderate positive relationship between employee awareness and employee motivation ($r = 0.359$), suggesting that increased awareness of AI-enabled continuous performance evaluation is associated with higher levels of employee motivation.

The study also found that employees generally exhibit a favourable preference towards AI-enabled continuous performance evaluation techniques. However, the findings indicate that many IT organizations continue to rely on traditional performance evaluation methods while gradually adopting AI-based systems. The results suggest that enhancing employee awareness through effective communication, training, and transparent implementation of AI-enabled performance evaluation systems can contribute positively to employee motivation and organizational performance. Despite its contributions, the study has certain limitations. The research was confined to IT employees in Trivandrum with a sample size of only 67 respondents, which limits the generalizability of the findings. The use of a non-probability snowball sampling technique and self-reported data may also introduce sampling and response biases. In addition, varying levels of understanding of AI-enabled performance evaluation among respondents may have influenced their responses.

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CHAPTER - 1

INTRODUCTION

1.1 Introduction

The rapid advancement of Artificial Intelligence (AI) has significantly transformed the way organizations manage their human resources. In today's digital business environment, AI is increasingly being integrated into various Human Resource Management (HRM) functions, including recruitment, employee engagement, learning and development, workforce planning, and performance management. Among these applications, AI-enabled continuous performance evaluation has emerged as a modern approach that enables organizations to monitor employee performance in real time, provide continuous feedback, and support data-driven decision-making.

Traditionally, organizations relied on annual or periodic performance appraisal systems to assess employee performance. Although these methods have been widely used, they often suffer from limitations such as subjectivity, recency bias, delayed feedback, and inconsistency in evaluation. To overcome these challenges, many organizations, particularly in the Information Technology (IT) sector, are adopting AI-powered performance evaluation systems that utilize technologies such as machine learning, predictive analytics, and data analytics to provide continuous and objective performance assessments.

AI-enabled continuous performance evaluation offers several potential benefits, including enhanced transparency, timely feedback, improved goal alignment, reduced human bias, and greater organizational efficiency. By providing employees with regular insights into their performance, these systems can facilitate continuous learning, skill development, and improved productivity. At the same time, the adoption of AI in performance evaluation raises important concerns regarding employee privacy, algorithmic bias, transparency, trust, and the reduction of human involvement in performance-related decisions. Employees' perceptions and awareness of these technologies play a crucial role in determining their acceptance and effectiveness within the workplace.

Employee motivation is one of the most important determinants of organizational success, influencing productivity, commitment, job satisfaction, and overall performance. Employees who understand the purpose, functioning, and benefits of AI-enabled performance evaluation are more likely to perceive the system as fair and supportive, thereby enhancing their motivation. Conversely, limited awareness or misconceptions about AI-based evaluation may create uncertainty, resistance, and reduced motivation.

The Information Technology sector is at the forefront of adopting advanced digital technologies, making it an ideal context for examining employees' awareness of AI-enabled continuous performance evaluation. Despite the growing implementation of AI-driven performance management systems, limited empirical research has investigated how employees' awareness of these systems influences their motivation, particularly among IT employees in Trivandrum.

Therefore, this study seeks to examine the level of employee awareness regarding AI-enabled continuous performance evaluation and explore its relationship with employee motivation among IT employees in Trivandrum. The findings of this study are expected to contribute to the existing body of knowledge on AI-based performance management while providing valuable insights for organizations seeking to implement AI-driven evaluation systems in a manner that promotes employee motivation and organizational effectiveness.

1.2 AI-Enabled Continuous Performance Evaluation in the IT Sector of Trivandrum

The Information Technology (IT) sector in Trivandrum (Thiruvananthapuram), led by Technopark-one of India's largest and most established IT parks-has emerged as a major centre for technological innovation and digital transformation. The region hosts numerous multinational corporations, Indian IT companies, and technology startups that operate in a highly competitive global business environment. To improve productivity, efficiency, and employee performance, many organizations are gradually integrating Artificial Intelligence (AI) into various Human Resource Management (HRM) functions, particularly in performance management.

AI-enabled continuous performance evaluation represents a significant shift from traditional annual performance appraisals to a system that supports continuous monitoring, regular feedback, and data-driven decision-making. Using AI technologies such as machine learning, predictive analytics, and intelligent dashboards, these systems enable organizations to evaluate employee performance based on predefined performance indicators, work progress, goal achievement, and behavioural patterns. This approach allows managers to provide timely feedback, identify skill gaps, and make more objective performance-related decisions.

Although many IT companies in Trivandrum are still dependent on conventional performance appraisal methods, awareness of AI-enabled performance evaluation is gradually increasing as organizations adopt digital HR practices. As employees become more familiar with AI-driven evaluation systems, their understanding and perception of these technologies may influence their level of motivation, acceptance, and overall work performance. At the same time, concerns regarding data privacy, algorithmic fairness, transparency, and reduced human involvement continue to influence employee attitudes toward AI-based evaluation systems.

Given the increasing relevance of AI in performance management, it is important to examine the level of employee awareness regarding AI-enabled continuous performance evaluation and its relationship with employee motivation. Understanding these aspects will help organizations in the IT sector of Trivandrum implement AI-driven performance evaluation systems more effectively while ensuring employee trust, engagement, and motivation.

1.3 Employee Awareness and Motivation in AI-Enabled Continuous Performance Evaluation

Employee motivation is one of the most important factors influencing individual performance and organizational success. It refers to the internal and external forces that encourage employees to perform their tasks effectively, achieve organizational goals, and contribute positively to the workplace. In today's technology-driven work environment, the introduction of Artificial Intelligence (AI) into performance management has created new opportunities as well as challenges that may influence employee motivation.

The effectiveness of AI-enabled continuous performance evaluation largely depends on employees' awareness and understanding of the system. When employees are aware of how AI evaluates performance, the purpose of continuous feedback, and the benefits of AI-assisted decision-making, they are more likely to develop trust in the evaluation process. This awareness can reduce uncertainty, improve acceptance of AI-based systems, and positively influence employee motivation.

AI-enabled continuous performance evaluation offers several advantages that can strengthen employee motivation. Continuous and timely feedback enables employees to identify their strengths and areas for improvement without waiting for annual performance reviews. Data-driven evaluation can enhance transparency, reduce personal bias in performance assessment,

and provide employees with clear performance expectations and career development opportunities. Such practices can encourage employees to improve their performance and remain engaged in their work.

However, AI-enabled performance evaluation also presents certain challenges. Employees who have limited awareness of AI systems may perceive continuous monitoring as excessive surveillance, resulting in stress, anxiety, or resistance toward the evaluation process. Concerns regarding data privacy, algorithmic fairness, and reduced human interaction may also influence employees' perceptions and decrease their motivation if these issues are not addressed appropriately.

Therefore, organizations implementing AI-enabled continuous performance evaluation should focus on increasing employee awareness through effective communication, training, and transparency regarding how AI systems function. AI should be used as a decision-support tool rather than a complete replacement for managerial judgment. Maintaining human involvement in performance discussions, encouraging regular feedback, and addressing employee concerns can help build trust in AI-based evaluation systems and enhance employee motivation.

As AI adoption continues to grow within the IT sector, understanding employees' awareness of AI-enabled continuous performance evaluation and its relationship with motivation becomes increasingly important. This study seeks to contribute to this understanding by examining how employee awareness influences motivation among IT employees in Trivandrum.

1.4 Scope and Significance of the Study

Artificial Intelligence (AI) is gradually transforming Human Resource Management practices, particularly in the area of performance management. Although AI-enabled continuous performance evaluation has gained increasing attention worldwide, its adoption and employee awareness remain at a developing stage in many organizations, especially within the IT sector of Trivandrum. Existing studies have primarily focused on the technical and organizational benefits of AI-driven performance management, while limited empirical research has examined employees' awareness of these systems and their influence on employee motivation in the local context.

The present study seeks to address this research gap by examining the level of employee awareness regarding AI-enabled continuous performance evaluation and its relationship with

employee motivation among IT employees in Trivandrum. The study is confined to employees working in the IT sector and focuses specifically on understanding their awareness, perceptions, and acceptance of AI-enabled continuous performance evaluation techniques. It also examines whether employees prefer AI-enabled continuous performance evaluation over traditional performance appraisal methods.

The findings of this study will contribute to the existing literature on AI in Human Resource Management by providing empirical evidence from the IT sector in Trivandrum. The study will be valuable for HR professionals, organizational leaders, researchers, and policymakers in understanding the importance of employee awareness while implementing AI-based performance evaluation systems. It will also help organizations develop appropriate training, communication, and change management strategies to improve employee acceptance and motivation during the adoption of AI-driven performance management practices.

1.5 Statement of the Problem

Artificial Intelligence (AI) has significantly transformed human resource management by introducing data-driven approaches to employee performance evaluation. AI-enabled Continuous Performance Evaluation (CPE) facilitates real-time monitoring, continuous feedback and objective assessment of employee performance, enabling organisations to improve productivity and support employee development. Consequently, many IT organisations have begun integrating AI-powered performance management systems into their human resource practices.

Although AI-enabled CPE offers several organisational benefits, its successful implementation largely depends on employees' awareness, understanding and acceptance of these technologies. Employees who possess adequate knowledge of AI-enabled evaluation systems are more likely to perceive them as fair, transparent and beneficial, whereas limited awareness may result in uncertainty, resistance and reduced trust in performance evaluation processes.

Several studies have examined the technological aspects and organisational benefits of AI in performance management. However, limited research has focused on employees' awareness of AI-enabled Continuous Performance Evaluation, particularly among IT professionals in Thiruvananthapuram. Understanding employee awareness is essential for organisations seeking to implement AI-based HR practices effectively.

Therefore, the present study seeks to assess the level of employee awareness regarding AI-enabled Continuous Performance Evaluation among IT professionals in Thiruvananthapuram and examine its relationship with employee motivation. The findings are expected to contribute to the effective adoption of AI-based performance management systems within the IT sector.

1.6 Significance of the Study

The present study focuses on assessing employee awareness of AI-enabled Continuous Performance Evaluation among IT professionals working in selected IT companies in Thiruvananthapuram. It examines employees' understanding of AI-based performance evaluation systems and explores the relationship between awareness and employee motivation.

The study is significant because Artificial Intelligence is increasingly becoming an integral component of contemporary human resource management practices. Understanding employee awareness can assist organisations in designing effective implementation strategies, improving employee acceptance of AI-based technologies and strengthening performance management systems. The findings may also contribute to the existing literature on AI in Human Resource Management and provide practical insights for HR professionals, organisational leaders and researchers interested in technology-enabled employee performance management.

1.7 Objectives of the Study

Following are the objectives of this study:

1.7.1 General Objective

To examine the relationship between employee awareness of AI-enabled continuous performance evaluation and employee motivation among IT employees in Trivandrum.

1.7.2 Specific Objectives

1. To assess the level of employee awareness regarding AI-enabled continuous performance evaluation.
2. To analyse the relationship between employee awareness of AI-enabled continuous performance evaluation and employee motivation among IT employees.

3. To examine whether employees prefer AI-enabled continuous performance evaluation techniques or traditional performance evaluation methods.

1.8 Definition of Concepts - Theoretical and Operational

Following are the definition of terms – both theoretical and operational.

1.8.1 Employee Awareness of AI-Enabled Continuous Performance Evaluation

Theoretical Definition: Employee awareness of AI-enabled continuous performance evaluation refers to the extent to which employees understand the use of Artificial Intelligence (AI) technologies in monitoring, assessing, and providing continuous feedback on employee performance. AI-enabled continuous performance evaluation utilizes technologies such as machine learning, predictive analytics, and intelligent data analytics to evaluate employee performance continuously rather than relying solely on traditional annual performance appraisals. Employee awareness includes knowledge about how these systems function, the performance indicators they use, their advantages, limitations, and their role in improving organizational performance management.

Operational Definition: For the purpose of this study, employee awareness of AI-enabled continuous performance evaluation refers to the level of knowledge and understanding possessed by IT employees in Trivandrum regarding AI-based continuous performance evaluation systems. It includes employees' awareness of the purpose, features, benefits, challenges, and practical application of AI in performance evaluation. This variable is measured through a structured questionnaire designed to assess respondents' awareness of AI-enabled continuous performance evaluation.

1.8.2 Employee Motivation

Theoretical Definition: Employee motivation refers to the psychological forces that initiate, direct, and sustain an employee's behaviour towards achieving individual and organizational goals. It includes both intrinsic motivation, which arises from personal satisfaction, achievement, and self-development, and extrinsic motivation, which is influenced by external factors such as recognition, rewards, promotion, and organizational support.

Motivated employees demonstrate greater commitment, persistence, enthusiasm, and willingness to perform their work effectively, thereby contributing to improved organizational performance.

Operational Definition: In the present study, employee motivation refers to the degree of enthusiasm, commitment, willingness, and positive attitude displayed by IT employees towards their work. It represents employees' readiness to perform their responsibilities efficiently and achieve organizational objectives. Employee motivation is measured using a structured questionnaire that captures respondents' perceptions regarding their motivation in relation to their awareness of AI-enabled continuous performance evaluation.

1.9 Variables of the Study

This study uses the following variables.

1.9.1 Independent Variable

Employee Awareness of AI-Enabled Continuous Performance Evaluation

Employee awareness regarding AI-enabled continuous performance evaluation is considered the independent variable of this study. It refers to the extent to which employees understand AI-based continuous performance evaluation systems, including their purpose, functioning, benefits, and application in organizational performance management.

1.9.2 Dependent Variable

Employee Motivation

Employee motivation is the dependent variable of this study. It refers to the level of enthusiasm, commitment, willingness, and positive attitude of employees towards their work. The study examines whether employee awareness of AI-enabled continuous performance evaluation has a relationship with their level of motivation.

1.10 Conclusion

This chapter introduced the background of AI-enabled Continuous Performance Evaluation and highlighted its growing importance within contemporary Human Resource Management. It

presented the research problem, objectives, hypotheses, scope and significance of the study, thereby establishing the foundation for the research. The chapter also outlined the need to examine employee awareness and its relationship with motivation among IT professionals in Thiruvananthapuram. The next chapter reviews the relevant literature related to Artificial Intelligence, Continuous Performance Evaluation, employee awareness and employee motivation to establish the theoretical and empirical basis for the study.

CHAPTER 2

REVIEW OF LITERATURE

2.1 Introduction

The rapid advancement of Artificial Intelligence (AI) has transformed the way organizations manage their human resources. AI technologies are increasingly being integrated into various Human Resource Management (HRM) functions, including recruitment, training and development, employee engagement, workforce planning, and performance management. Among these developments, AI-enabled continuous performance evaluation has emerged as a modern approach that replaces traditional periodic performance appraisals with continuous, data-driven, and real-time performance assessment. This transformation enables organizations to provide timely feedback, improve decision-making, reduce human bias, and enhance overall organizational effectiveness.

Traditionally, employee performance was assessed through annual or semi-annual performance appraisal systems. Although these methods have been widely adopted, they often suffer from several limitations such as delayed feedback, subjectivity, recency bias, and inconsistency in performance evaluation. To overcome these limitations, organizations—particularly those operating in the Information Technology (IT) sector—are increasingly exploring AI-enabled continuous performance evaluation systems. These systems utilize technologies such as machine learning, predictive analytics, and intelligent data analytics to continuously monitor employee performance, measure progress against organizational goals, and provide regular feedback for performance improvement.

The successful implementation of AI-enabled continuous performance evaluation depends not only on technological advancement but also on employees' awareness and understanding of these systems. Employee awareness plays a vital role in determining how individuals perceive AI-based performance evaluation and whether they are willing to accept and effectively utilize such technologies. Employees who possess greater awareness of AI-enabled performance evaluation are more likely to understand its purpose, appreciate its potential benefits, and develop confidence in AI-supported decision-making processes. Conversely, inadequate awareness may lead to misconceptions, uncertainty, resistance, and reduced acceptance of AI-based performance management practices.

Employee motivation is another critical factor that contributes to organizational success. Motivation influences employees' commitment, productivity, job involvement, and willingness to achieve organizational objectives. As organizations increasingly adopt AI-enabled

performance evaluation systems, it becomes essential to understand whether employees' awareness of these systems influences their level of motivation. A better understanding of this relationship can help organizations implement AI-based performance management practices more effectively while ensuring employee engagement and organizational performance.

Although numerous national and international studies have examined the role of Artificial Intelligence in Human Resource Management and performance appraisal, limited empirical research has focused specifically on employee awareness of AI-enabled continuous performance evaluation and its relationship with employee motivation in the IT sector of Trivandrum. Furthermore, many IT organizations in the region continue to rely on traditional performance evaluation methods while gradually moving towards digital HR practices. This creates a need for localized research to understand employees' awareness, perceptions, and motivational outcomes in the context of AI-enabled performance evaluation.

This chapter presents a comprehensive review of the existing literature related to Artificial Intelligence, AI-enabled continuous performance evaluation, employee awareness, and employee motivation. It examines relevant theories, conceptual frameworks, and previous empirical studies conducted at the international, national, and regional levels. The review of literature provides the theoretical and empirical foundation for the present study and helps identify the research gap that justifies the need for this investigation.

To achieve the objectives of the present study, the review of literature is organized around the following themes:

- Understanding the concept and applications of Artificial Intelligence in Human Resource Management.
- Examining AI-enabled continuous performance evaluation and its role in modern performance management.
- Reviewing studies related to employee awareness and perceptions of AI-enabled performance evaluation.
- Examining the relationship between employee awareness of AI-enabled continuous performance evaluation and employee motivation.

- Identifying the research gap that forms the basis for the present study among IT employees in Trivandrum.

The review of literature establishes the conceptual framework for the study and provides a strong academic foundation for analysing the relationship between employee awareness of AI-enabled continuous performance evaluation and employee motivation. It also highlights the need for further empirical research in the context of the IT sector in Trivandrum, where AI-based performance management practices are gradually gaining importance.

2.2 Theoretical Review

To understand the relationship between employee awareness of AI-enabled continuous performance evaluation and employee motivation, it is essential to examine the theories that explain employee behaviour, motivation, technology acceptance, and organizational change. These theories provide the conceptual foundation for understanding how employees perceive AI-enabled performance evaluation systems and how their awareness influences their motivation in the workplace.

2.2.1 Self-Determination Theory (SDT)

Self-Determination Theory (SDT), developed by Ryan and Deci (2000), explains that individuals are motivated when three basic psychological needs are satisfied: autonomy, competence, and relatedness. According to the theory, employees become more motivated when they feel they have control over their work, believe they are capable of performing their tasks effectively, and experience meaningful relationships within the organization.

Application to the Present Study

AI-enabled continuous performance evaluation influences these psychological needs in different ways. When employees understand how AI systems operate and perceive them as transparent and supportive, they are more likely to accept continuous feedback as an opportunity for learning and professional development. Such awareness strengthens employees' sense of competence and encourages continuous improvement. However, if employees have limited awareness of AI-based evaluation systems, they may perceive continuous monitoring as a threat to their autonomy, resulting in uncertainty and reduced

motivation. Therefore, employee awareness plays an important role in determining whether AI-enabled performance evaluation enhances or diminishes employee motivation.

2.2.2 Expectancy Theory of Motivation

Victor Vroom's (1964) Expectancy Theory proposes that employee motivation depends on three components: Expectancy, Instrumentality, and Valence. Employees are motivated when they believe that their effort will improve performance (Expectancy), good performance will lead to desirable rewards (Instrumentality), and the rewards are valuable to them (Valence).

Application to the Present Study

AI-enabled continuous performance evaluation can strengthen employee motivation by providing regular performance feedback and clearly communicating performance expectations. Employees who are aware of how AI systems evaluate their work are more likely to believe that their efforts will be recognized fairly, thereby strengthening expectancy and instrumentality. Conversely, if employees lack awareness or do not understand how AI-generated performance scores are determined, they may lose confidence in the evaluation process, reducing their motivation.

2.2.3 Technology Acceptance Model (TAM)

The Technology Acceptance Model (TAM), proposed by Davis (1989), explains that individuals' acceptance of a new technology depends primarily on two factors: Perceived Usefulness and Perceived Ease of Use. According to the model, users are more willing to adopt technology when they believe it improves their job performance and is easy to understand and use.

Application to the Present Study

The present study examines employee awareness of AI-enabled continuous performance evaluation. Employees who possess greater awareness of AI systems are more likely to perceive these systems as useful, transparent, and beneficial for performance improvement. This positive perception increases their willingness to accept AI-based performance evaluation and may contribute to higher employee motivation. Therefore, the Technology Acceptance

Model provides an important theoretical basis for understanding the role of employee awareness in the successful adoption of AI-enabled HR practices.

2.2.4 Organizational Justice Theory

Organizational Justice Theory, proposed by Greenberg (1987), focuses on employees' perceptions of fairness within the organization. The theory identifies three dimensions of organizational justice: Distributive Justice, Procedural Justice, and Interactional Justice. Employees who perceive organizational decisions as fair are more likely to demonstrate trust, commitment, and motivation.

Application to the Present Study

AI-enabled continuous performance evaluation seeks to improve fairness by reducing personal bias and making performance evaluation more objective. Employees who are aware of how AI systems function and believe that performance is evaluated fairly are more likely to accept AI-based evaluation and remain motivated. However, inadequate awareness or lack of transparency may reduce employees' trust in the evaluation process and negatively affect their motivation. Thus, employee awareness is essential for ensuring perceptions of fairness during AI-based performance evaluation.

2.2.5 Goal-Setting Theory

Goal-Setting Theory, developed by Locke and Latham (1990), states that specific, clear, and challenging goals improve employee performance and motivation. Regular feedback enables employees to monitor their progress, identify areas for improvement, and remain committed to achieving organizational objectives.

Application to the Present Study

AI-enabled continuous performance evaluation provides employees with ongoing feedback regarding their performance and progress towards organizational goals. Employees who understand the purpose and functioning of AI-based evaluation systems are better able to utilize this feedback for continuous improvement. As a result, awareness of AI-enabled performance evaluation can strengthen employee motivation by helping employees monitor their achievements, improve their skills, and achieve performance goals more effectively.

The above theories provide a strong conceptual foundation for the present study. Self-Determination Theory explains how employee awareness influences intrinsic motivation through autonomy and competence. Expectancy Theory demonstrates the importance of employees understanding the relationship between effort, performance and rewards. The Technology Acceptance Model highlights the role of awareness in technology acceptance, while Organizational Justice Theory emphasizes the importance of fairness and transparency in AI-enabled performance evaluation. Finally, Goal-Setting Theory explains how continuous feedback and performance monitoring can improve employee motivation. Together, these theories support the examination of the relationship between employee awareness of AI-enabled continuous performance evaluation and employee motivation among IT employees in Trivandrum.

2.3 Literature Review

The literature review provides a comprehensive understanding of the existing research related to Artificial Intelligence (AI), AI-enabled continuous performance evaluation, employee awareness and employee motivation. The review is organized into three themes corresponding to the objectives of the present study. This thematic approach helps identify the current state of knowledge, highlights research gaps and establishes the need for the present investigation among IT employees in Trivandrum.

2.3.1 Theme 1: AI-Enabled Continuous Performance Evaluation in Human Resource Management

The growing application of Artificial Intelligence in Human Resource Management has significantly transformed organizational performance management practices. AI-enabled continuous performance evaluation provides organizations with real-time monitoring, continuous feedback, objective assessment and data-driven decision-making, thereby improving the efficiency and transparency of employee performance evaluation.

Biradar et al. (2024) examined the impact of Artificial Intelligence in Human Resource Management on employee performance within software companies in Bangalore. The study involved 608 respondents, including HR executives, software executives, HR managers, team leaders, and project leaders. The findings revealed that AI-driven HR practices, particularly AI training and AI-enabled HR functions, significantly improved transparency, operational

efficiency, employee satisfaction and employee performance. The study concluded that AI contributes positively to organizational effectiveness when implemented appropriately.

Madana Mohan and Vasumathi conducted a review study on the impact of technology on the performance appraisal process in the IT industry. Their findings indicated that technology enhances the efficiency, accuracy, and transparency of performance appraisal systems through automated evaluation and real-time feedback. However, the researchers emphasized that technological tools should complement, rather than replace, human judgment in performance evaluation.

Subramanya Manjunath reviewed existing literature on AI in performance appraisal systems and found that AI improves appraisal accuracy, minimizes evaluator bias, facilitates continuous feedback and enhances employee engagement. The study suggested that AI has the potential to transform traditional performance management into a more objective and continuous process while improving organizational performance.

These studies collectively demonstrate that AI-enabled continuous performance evaluation is becoming an important component of modern Human Resource Management and offers significant benefits in improving organizational performance and decision-making.

2.3.2 Theme 2: Employee Awareness and Perception of AI-Enabled Continuous Performance Evaluation

Employee awareness and perception play a critical role in determining the successful adoption of AI-enabled performance evaluation systems. Employees who understand the functioning, purpose and benefits of AI-based evaluation are more likely to accept these systems and perceive them positively.

Natha et al. (2024) conducted a study on employee perceptions of AI-based performance management systems and their impact on organizational outcomes in Bangladesh. The study involved 52 employees working in organizations that use AI-driven performance management systems. The findings showed that employees generally perceived AI as improving transparency, fairness, efficiency and productivity. However, concerns regarding algorithmic bias, data privacy, lack of human involvement and fairness in evaluation remained significant issues influencing employee perceptions.

Ali Mansoori developed a conceptual framework for the responsible implementation of Artificial Intelligence in Human Resource performance appraisal. Based on a review of nine research articles, the study concluded that although AI improves appraisal accuracy and fairness, organizations should ensure ethical implementation through transparency, accountability, and human oversight. The study emphasized that employee awareness and communication are essential for successful AI adoption.

These studies indicate that employee awareness and understanding are essential determinants of employees' acceptance of AI-enabled performance evaluation systems. Organizations must therefore provide adequate communication and training while implementing AI-driven HR practices.

2.3.3 Theme 3: Employee Awareness and Employee Motivation

Employee motivation remains one of the most important outcomes of effective Human Resource Management. AI-enabled continuous performance evaluation has the potential to influence employee motivation by providing continuous feedback, reducing bias, improving transparency and supporting employee development. However, employees' awareness and understanding of these systems largely determine their motivational outcomes.

Ahmed Alrashedi and Maysam Abbod conducted a study among 339 employees at the University of Jeddah, Saudi Arabia, to examine the effect of Artificial Intelligence on performance appraisal systems. The findings revealed that AI significantly improved the effectiveness of performance appraisal and supported better employee performance. The study suggested that AI-based evaluation systems can positively influence employees when implemented fairly and transparently.

Cynthia Obiageli Patricia Okere examined the influence of AI-based performance appraisal systems on academic staff productivity among 360 lecturers from three public universities in Rivers State. The findings indicated that automated performance reviews significantly improved employee productivity by providing objective performance assessment and timely feedback.

Christina Febiula et al. studied AI in performance management by analysing organizational implementations in companies such as IBM, Adobe, and Google. Their study found that AI-based continuous feedback, automated goal setting and unbiased appraisal systems improved

employee engagement, productivity and goal alignment. At the same time, the researchers identified concerns regarding algorithmic bias, employee surveillance and data privacy, emphasizing the need to balance technological efficiency with employee well-being.

Overall, the reviewed studies suggest that AI-enabled performance evaluation can positively influence employee motivation when employees understand the system, perceive it as fair, and receive adequate organizational support. However, limited research has specifically examined the relationship between employee awareness of AI-enabled continuous performance evaluation and employee motivation among IT employees in Trivandrum. This gap forms the basis for the present study.

2.4 Synthesis of Reviewed Literature

The reviewed literature demonstrates that Artificial Intelligence (AI) has become an important component of modern Human Resource Management, particularly in the area of performance management. The studies consistently indicate that AI-enabled continuous performance evaluation improves the efficiency, accuracy, transparency and objectivity of employee performance appraisal. Biradar et al. (2024), Panangati Madana Mohan and A. Vasumathi, and Subramanya Manjunath emphasized that AI-supported performance management systems reduce human bias, provide continuous feedback, enhance organizational transparency, and improve employee performance. These studies collectively show that AI has the potential to transform traditional performance appraisal into a more effective and data-driven process.

The literature also highlights the importance of employee awareness and perception in determining the success of AI-enabled performance evaluation systems. Avishek Natha et al. found that employees generally viewed AI-based performance management positively because it improved transparency, fairness, efficiency and productivity. However, the study also identified concerns regarding algorithmic bias, data privacy, limited human involvement and fairness in decision-making. Similarly, Ali Mansoori emphasized that although AI improves appraisal accuracy and fairness, organizations must ensure ethical implementation through transparency, accountability and appropriate human oversight. These findings indicate that employee awareness and organizational communication play a vital role in building trust and acceptance of AI-enabled performance evaluation systems.

Several studies further suggest that AI-enabled performance evaluation can positively influence employee motivation and organizational performance when implemented appropriately. Ahmed Alrashedi and Maysam Abbod reported that AI improved the effectiveness of performance appraisal and supported better employee performance. Cynthia Obiageli Patricia Okere found that AI-based performance appraisal significantly enhanced employee productivity by providing objective and continuous performance assessment. Likewise, M. Christina Febiula and colleagues concluded that AI-enabled continuous feedback, automated goal setting, and unbiased performance appraisal improved employee engagement, productivity, and goal alignment. At the same time, they cautioned that excessive employee surveillance, algorithmic bias, and data privacy issues may negatively influence employees if organizations fail to implement AI responsibly.

the reviewed studies suggest that AI-enabled continuous performance evaluation offers considerable advantages for organizations by improving performance management, increasing transparency, and supporting employee development. Nevertheless, successful implementation depends largely on employees' awareness, understanding, acceptance, and trust in AI-based performance evaluation systems. The literature therefore indicates that enhancing employee awareness may contribute to improved employee motivation and organizational effectiveness while minimizing resistance and ethical concerns associated with AI adoption.

2.5 Research Gap

Previous studies have extensively examined the application of Artificial Intelligence in Human Resource Management, particularly in areas such as recruitment, employee performance evaluation, talent management and organisational effectiveness. Several researchers have also explored the technological capabilities, benefits and challenges associated with AI-enabled performance management systems.

However, comparatively limited attention has been given to employees' awareness of AI-enabled Continuous Performance Evaluation and its influence on employee motivation, particularly within the IT sector in Thiruvananthapuram. Most existing studies focus on organisational outcomes and technological adoption rather than employees' understanding, acceptance and perception of AI-driven evaluation systems.

Therefore, the present study addresses this gap by examining employee awareness of AI-enabled Continuous Performance Evaluation and analysing its relationship with employee motivation among IT professionals in Thiruvananthapuram. By focusing on employees' perspectives, the study contributes to a better understanding of the human dimension of AI adoption in performance management and provides practical implications for organisations implementing AI-enabled HR practices.

2.6 Conclusion

The review of literature provides a comprehensive understanding of Artificial Intelligence (AI) and its growing application in Human Resource Management, particularly in AI-enabled continuous performance evaluation. The reviewed studies indicate that AI has transformed traditional performance appraisal systems by introducing continuous feedback, objective performance assessment, real-time monitoring, and data-driven decision-making. These developments have improved organizational efficiency, reduced human bias, and enhanced the overall effectiveness of performance management systems.

The literature further reveals that employee awareness is a critical factor influencing the successful implementation of AI-enabled continuous performance evaluation. Employees who possess a better understanding of AI systems are more likely to perceive them as transparent, fair, and beneficial, thereby increasing their acceptance of AI-supported performance management practices. At the same time, several studies have highlighted concerns regarding algorithmic bias, data privacy, transparency, and the need for human involvement in AI-based decision-making, emphasizing the importance of responsible AI implementation.

The reviewed studies also suggest that AI-enabled continuous performance evaluation can positively influence employee motivation by providing continuous feedback, objective evaluation, timely recognition, and opportunities for performance improvement. However, these positive outcomes largely depend on employees' awareness, organizational communication, ethical implementation, and trust in AI systems. Organizations that maintain transparency, provide adequate training, and combine AI technology with human judgment are more likely to achieve successful implementation and positive employee outcomes.

Although previous research has contributed significantly to understanding AI in Human Resource Management, limited empirical studies have examined the relationship between

employee awareness of AI-enabled continuous performance evaluation and employee motivation, particularly among IT employees in Trivandrum. This gap highlights the need for the present study, which seeks to contribute to the existing literature by examining employee awareness and its relationship with employee motivation in the regional IT sector.

CHAPTER 3

METHODOLOGY

3.1 Introduction

Research methodology refers to the systematic process of selecting appropriate research methods and techniques to collect, analyse, and interpret data in order to achieve the objectives of a study. It provides a scientific and structured framework that ensures the research is conducted objectively, systematically, and ethically. A well-planned research methodology enhances the reliability and validity of the findings by clearly explaining the research design, sampling procedures, data collection methods, research instruments, and statistical techniques used in the study.

This chapter presents the methodological framework adopted for the study titled "Employee Awareness of AI-Enabled Continuous Performance Evaluation and Employee Motivation: A Study among IT Employees in Trivandrum." The primary objective of the study is to assess the level of employee awareness regarding AI-enabled continuous performance evaluation systems, examine the relationship between employee awareness and employee motivation, and identify employees' preference towards AI-enabled continuous performance evaluation techniques in the IT sector in Trivandrum.

The study adopted a quantitative research approach with a descriptive and analytical research design. This approach was considered appropriate because it enables the collection of numerical data from respondents and facilitates statistical analysis to understand employee awareness and its relationship with employee motivation. A survey method was employed for data collection, and a self-structured questionnaire was developed and administered through Google Forms to collect responses from IT employees in Trivandrum.

The population of the study consisted of employees working in the IT sector in Trivandrum. Since obtaining a complete sampling frame of IT employees was not feasible, a non-probability snowball sampling technique was adopted, whereby existing respondents referred other eligible participants. Using this sampling technique, data were collected from 67 respondents representing different demographic and job-related characteristics.

The research instrument comprised a structured questionnaire containing demographic questions and statements related to employee awareness of AI-enabled continuous performance evaluation, employee motivation, and employees' preference towards AI-enabled continuous performance evaluation techniques. The questionnaire was designed in accordance with the

objectives of the study. Primary data were collected directly from respondents, while secondary data were gathered from books, academic journals, research articles, conference proceedings, reports, and other authentic online sources to provide conceptual and theoretical support for the research.

The collected data were coded, classified, and analysed using IBM SPSS (Statistical Package for the Social Sciences). Statistical techniques such as frequency analysis, descriptive statistics (mean and standard deviation), and Pearson's correlation analysis were employed to analyse the data and achieve the research objectives. These analytical tools helped determine the demographic profile of the respondents, assess the level of employee awareness, measure employee motivation, and examine the relationship between the study variables.

This chapter further explains the research design, research approach, research setting, population, sampling design, sampling technique, sample size, data collection methods, research instrument, sources of data, statistical tools used for analysis, and the limitations of the methodology. By adopting a systematic and scientific research methodology, the study ensures that the findings are reliable, valid, and useful in understanding employee awareness of AI-enabled continuous performance evaluation and its influence on employee motivation among IT employees in Trivandrum.

3.2 Title of the Study

Employee Awareness of AI-Enabled Continuous Performance Evaluation and Employee Motivation: A Study among IT Employees in Trivandrum.

3.3 Research Design

Research design is the overall plan or blueprint that guides the collection, measurement, and analysis of data in a research study. It provides a systematic framework that enables the researcher to achieve the research objectives in a logical, scientific, and organized manner. A well-designed research framework ensures that the data collected are relevant to the research problem and that the findings are valid, reliable, and meaningful.

For the present study, the researcher adopted a descriptive and analytical research design. The descriptive aspect of the study focuses on examining the level of employee awareness regarding AI-enabled continuous performance evaluation among IT employees in Trivandrum. It also

describes the existing practices of AI-enabled continuous performance evaluation systems adopted in IT organizations and presents the characteristics of the respondents through demographic analysis. This design helps in providing a clear understanding of the current level of awareness and perceptions of employees regarding AI-based performance evaluation systems.

The analytical aspect of the research examines the relationship between employee awareness of AI-enabled continuous performance evaluation and employee motivation. Statistical techniques were employed to analyse the collected data and determine whether employee awareness of AI-enabled continuous performance evaluation significantly influences employee motivation. This approach enables the researcher to interpret the relationships among the variables and draw meaningful conclusions based on empirical evidence.

The study follows a quantitative research approach, as it involves the collection of numerical data through a structured, self-prepared questionnaire administered using Google Forms. The quantitative approach was considered appropriate because it facilitates objective measurement of the variables and enables statistical analysis of the responses. It also enhances the accuracy, reliability, and generalizability of the research findings.

The study adopts a cross-sectional research design, in which data were collected from respondents at a single point in time. The researcher did not manipulate any variables but observed and analysed the existing level of employee awareness and motivation among IT employees in Trivandrum. The cross-sectional design was selected because it is suitable for examining relationships between variables within a limited period and available resources while providing a snapshot of employees' perceptions and experiences.

The study employed the survey method for primary data collection using a self-prepared questionnaire. A non-probability snowball sampling technique was adopted to identify respondents, as it enabled the researcher to reach IT employees through existing professional networks. A total of 67 IT employees in Trivandrum participated in the study. The collected data were analysed using SPSS (Statistical Package for the Social Sciences). The statistical techniques applied included frequency analysis, descriptive statistics (mean and standard deviation), and correlation analysis to achieve the research objectives and examine the relationship between employee awareness of AI-enabled continuous performance evaluation and employee motivation.

3.4 Pilot Study

A pilot study was conducted before the main data collection to evaluate the feasibility, clarity, and reliability of the research instrument. The researcher initially collected responses from 30 IT employees working in Trivandrum. The primary objective of the pilot study was to identify ambiguous questions, assess the clarity of the questionnaire, and determine whether the instrument effectively measured employee awareness of AI-enabled continuous performance evaluation and employee motivation.

The feedback received from the respondents was carefully reviewed, and necessary modifications were made to improve the wording, sequence, and clarity of the questionnaire items. The pilot study enhanced the reliability and validity of the research instrument and ensured the smooth administration of the final survey among the selected respondents.

3.5 Universe, Population and Unit of the Study

The universe of the study comprises all employees working in the Information Technology (IT) sector. The population of the study consists of IT employees working in various IT companies located in Trivandrum, as the research specifically focuses on this geographical area. These employees represent the target population for examining awareness of AI-enabled continuous performance evaluation and its relationship with employee motivation.

The unit of the study is an individual IT employee working in an IT company in Trivandrum. Each respondent serves as one unit of analysis for assessing the level of awareness regarding AI-enabled continuous performance evaluation and its association with employee motivation.

3.6 Sampling

Sampling refers to the process of selecting a representative subset of individuals from a population for the purpose of conducting research. An appropriate sampling technique enables the researcher to collect reliable data efficiently while ensuring that the selected respondents are relevant to the objectives of the study.

The present study adopted snowball sampling, which is a non-probability sampling technique. This technique was considered appropriate because obtaining a complete list of IT employees working in different organizations in Trivandrum was difficult. Initially, the researcher

contacted a few eligible respondents, who subsequently referred other IT professionals meeting the study criteria. This process continued until the required sample size was achieved.

The study targeted IT employees working in various IT companies in Trivandrum. Since access to respondents was limited and no comprehensive sampling frame was available, snowball sampling facilitated effective data collection within the available time and resources.

A total of 67 respondents participated in the study. Data were collected through a structured questionnaire administered online using Google Forms. Although a larger sample could have improved the generalizability of the findings, the sample of 67 respondents was considered adequate for achieving the objectives of the present study.

3.7 Sources of Data

The present study is based on both primary and secondary sources of data.

3.7.1 Primary Data

Primary data were collected directly from IT employees working in various IT companies in Trivandrum through a structured questionnaire prepared by the researcher. The questionnaire was distributed online using Google Forms, enabling respondents to provide information related to employee awareness of AI-enabled continuous performance evaluation and employee motivation.

3.7.2 Secondary Data

Secondary data were collected from books, academic journals, research articles, conference proceedings, dissertations, company reports, and authentic online sources. These sources provided theoretical and conceptual support for understanding AI-enabled continuous performance evaluation, employee motivation, and related research findings.

3.8 Tools of Data Collection

Data collection tools are instruments used by researchers to gather relevant and reliable information required for achieving the objectives of a study.

For the present study, a self-prepared questionnaire was used as the primary data collection instrument. The questionnaire was developed based on the objectives of the study and an

extensive review of relevant literature. It was administered online through Google Forms using the survey method.

The questionnaire consisted of two sections. The first section collected demographic information such as gender, age, educational qualification, work experience, and job level. The second section contained statements measuring employee awareness of AI-enabled continuous performance evaluation and employee motivation.

A 5-point Likert Scale, ranging from Strongly Disagree (1) to Strongly Agree (5), was used to measure the respondents' perceptions and opinions. The online format enabled respondents to complete the questionnaire conveniently while ensuring efficient data collection and management.

3.9 Pre-test

A pre-test of the questionnaire was conducted before the final survey to assess the clarity, relevance, and reliability of the research instrument. The questionnaire was initially administered to 30 IT employees in Trivandrum.

Based on the responses and suggestions received during the pre-test, minor modifications were made to improve the wording, sequence, and clarity of the questionnaire items. Ambiguous statements were revised to ensure that respondents could easily understand and interpret the questions. The pre-test contributed to improving the overall quality and effectiveness of the research instrument before the main data collection was undertaken.

3.10 Data Collection

Data collection is an important stage in the research process, as it provides the information required to achieve the objectives of the study. For the present study, primary data were collected using a self-prepared structured questionnaire developed by the researcher. The questionnaire was designed based on the objectives of the study and relevant literature related to AI-enabled continuous performance evaluation and employee motivation.

The questionnaire was created using Google Forms and distributed online among IT employees working in various IT companies in Trivandrum. The researcher adopted the snowball sampling technique, wherein the initial respondents were requested to share the questionnaire with other

eligible IT professionals. This approach enabled the researcher to reach a wider network of respondents despite the absence of a comprehensive sampling frame.

A total of 67 valid responses were collected and used for the analysis. The online mode of data collection ensured convenience for respondents, reduced the time required for data collection, and facilitated efficient organization of the collected data for statistical analysis.

3.11 Data Analysis

Data analysis refers to the process of organizing, coding, and interpreting the collected data to draw meaningful conclusions from the research findings. After the completion of data collection, the responses obtained through Google Forms were carefully verified, coded, and entered into SPSS for analysis.

The following statistical techniques were employed to analyse the data:

- i. **Frequency Analysis** was used to analyse the demographic characteristics of the respondents, including gender, age, educational qualification, work experience, and job level.
- ii. **Descriptive Statistics** (Mean and Standard Deviation) were used to determine the level of employee awareness regarding AI-enabled continuous performance evaluation and the level of employee motivation among the respondents.
- iii. **Correlation Analysis** was employed to examine the relationship between employee awareness of AI-enabled continuous performance evaluation and employee motivation.

The results obtained through these statistical techniques were interpreted in accordance with the objectives of the study. The findings were presented systematically using appropriate tables and charts to facilitate clear understanding and meaningful interpretation.

3.12 Chapterization

Chapterization refers to the systematic organization of a research study into different chapters to ensure a logical flow of ideas and facilitate a clear understanding of the research process.

Each chapter addresses a specific aspect of the study and collectively contributes to achieving the overall research objectives.

The present dissertation is organized into five chapters, as described below:

Chapter 1 - Introduction

This chapter introduces the research topic, "Employee Awareness of AI-Enabled Continuous Performance Evaluation and Employee Motivation: A Study among IT Employees in Trivandrum." It presents the background of the study, statement of the research problem, research gap, objectives of the study, research variables, significance of the study, scope of the study, and operational definitions of the key concepts.

Chapter 2 - Review of Literature

This chapter reviews relevant national and international studies related to AI-enabled continuous performance evaluation, artificial intelligence in performance management, employee awareness, and employee motivation. It provides the theoretical foundation for the study, identifies the existing research gap, and establishes the need for the present research.

Chapter 3 - Research Methodology

This chapter explains the methodology adopted for conducting the study. It includes the research design, research approach, pilot study (if applicable), universe, population, unit of the study, sampling design and sampling technique, sources of data, tools of data collection, pre-test (if applicable), data collection procedure, and statistical techniques used for analysing the data. The chapter provides a detailed explanation of how the research was conducted.

Chapter 4 - Data Analysis and Interpretation

This chapter presents the analysis and interpretation of the data collected from 67 IT employees in Trivandrum using IBM SPSS Statistics. The findings are presented through tables and charts using statistical techniques such as frequency analysis, descriptive statistics (mean and standard deviation), and correlation analysis. The results are interpreted with reference to the research objectives.

Chapter 5 - Findings, Conclusion and Suggestions

This chapter summarizes the major findings of the study and presents the conclusion drawn from the analysis. It discusses the relationship between employee awareness of AI-enabled continuous performance evaluation and employee motivation, provides practical suggestions for IT organizations, outlines the limitations of the study, and offers recommendations for future research.

3.13 Limitations of the Study

Every research study has certain limitations that may influence the scope and generalizability of its findings. The limitations of the present study are as follows:

1. The study was confined to IT employees working in Trivandrum. Therefore, the findings may not be generalized to employees working in other sectors or geographical regions.
2. The study was conducted with a sample size of 67 respondents, which may not fully represent the entire population of IT employees in Trivandrum.
3. The researcher adopted the snowball sampling technique, which is a non-probability sampling method. This may have introduced sampling bias and limited the representativeness of the sample.
4. The study relied on self-reported data collected through a structured questionnaire using Google Forms. Therefore, respondents' answers may have been influenced by personal opinions, misunderstanding of certain questions, or social desirability bias.
5. The research followed a cross-sectional research design, where data were collected at a single point in time. As a result, changes in employee awareness and motivation over time could not be examined.
6. Since AI-enabled continuous performance evaluation systems are still emerging in many IT organizations, some respondents had limited knowledge or practical experience with such systems. This may have influenced their responses regarding AI awareness.

7. The study focused only on the relationship between employee awareness of AI-enabled continuous performance evaluation and employee motivation. Other factors such as organizational culture, leadership style, technological readiness, employee trust in AI, and organizational support were not considered.
8. Time constraints and limited access to IT professionals restricted the researcher from collecting data from a larger and more diverse sample of respondents.

These limitations should be considered while interpreting the findings of the study. Despite these constraints, the research provides valuable insights into employee awareness of AI-enabled continuous performance evaluation and its relationship with employee motivation among IT employees in Trivandrum.

3.14 Conclusion

This chapter presented the research methodology adopted for the study titled "Employee Awareness of AI-Enabled Continuous Performance Evaluation and Employee Motivation: A Study among IT Employees in Trivandrum." It explained the methodological framework followed to achieve the objectives of the research.

The study adopted a quantitative research approach with a descriptive and analytical research design to examine employee awareness of AI-enabled continuous performance evaluation and its relationship with employee motivation. A survey method was used for data collection through a self-prepared structured questionnaire administered using Google Forms.

The researcher employed a non-probability snowball sampling technique to select respondents, and data were collected from 67 IT employees in Trivandrum. Both primary and secondary data were utilized to provide a comprehensive understanding of the research problem. The collected data were coded, organized, and analysed using IBM SPSS Statistics.

The statistical techniques applied in the study included frequency analysis, descriptive statistics (mean and standard deviation), and correlation analysis. These techniques enabled the researcher to analyse the demographic characteristics of the respondents, assess the level of employee awareness and motivation, and examine the relationship between the study variables.

The methodology adopted provided a systematic, objective, and reliable approach for achieving the research objectives. Although the study has certain limitations, such as the relatively small

sample size, the use of a non-probability sampling technique, and its focus on IT employees in Trivandrum, the chosen methodology was appropriate for the scope and objectives of the study.

Overall, this chapter establishes the methodological foundation of the research and provides the basis for the next chapter, which presents the data analysis, interpretation, and findings of the study.

CHAPTER 4

DATA ANALYSIS

4.1 Introduction

Data analysis and interpretation constitute one of the most significant phases of any research study, as they transform raw data into meaningful information that helps address the research objectives. Through systematic analysis, the collected data are organized, summarized, and interpreted to identify patterns, relationships, and trends that contribute to answering the research questions. The findings generated through statistical analysis provide empirical evidence that supports the conclusions and recommendations of the study.

This chapter presents the analysis and interpretation of the data collected for the study titled "Employee Awareness of AI-Enabled Continuous Performance Evaluation and Employee Motivation: A Study among IT Employees in Trivandrum." The primary purpose of this chapter is to examine the level of employee awareness regarding AI-enabled continuous performance evaluation systems, assess employee motivation, and determine the relationship between these two variables among IT employees in Trivandrum.

The data for the study were collected from 67 IT employees working in various IT companies in Trivandrum using a self-prepared structured questionnaire administered through Google Forms. Before analysis, the collected responses were carefully reviewed, coded, and organized to ensure accuracy and completeness. The data were then entered into IBM Statistical Package for the Social Sciences (IBM SPSS Statistics) for statistical analysis. SPSS was selected because it is a reliable and widely used software package that enables researchers to perform statistical analyses accurately and efficiently.

The analysis presented in this chapter is based on the objectives of the study and the nature of the collected data. Appropriate statistical techniques were employed to organize and interpret the responses systematically. The statistical methods used include Frequency Analysis, Descriptive Statistics (Mean and Standard Deviation), and Correlation Analysis. These techniques helped the researcher present the data in an organized manner and derive meaningful conclusions regarding employee awareness of AI-enabled continuous performance evaluation and employee motivation.

The chapter begins with the analysis of the demographic characteristics of the respondents. The demographic profile includes variables such as gender, age, educational qualification, work experience, and job level. Analysing these characteristics provides a comprehensive

understanding of the composition of the sample population and helps establish the background of the respondents participating in the study. It also enables the researcher to determine whether the sample represents employees from different demographic categories within the IT sector.

Following the demographic analysis, frequency analysis is presented to describe the distribution of respondents across different demographic variables. The frequency and percentage distributions provide a clear picture of the characteristics of the respondents and facilitate a better understanding of the study sample.

Subsequently, descriptive statistics, including mean and standard deviation, are employed to determine the overall level of employee awareness regarding AI-enabled continuous performance evaluation and the level of employee motivation among the respondents. The mean values indicate the average level of respondents' perceptions, while the standard deviation measures the extent of variation in their responses. These descriptive measures provide valuable insights into the central tendency and dispersion of the collected data.

To achieve the principal objective of the study, correlation analysis is conducted to examine the relationship between employee awareness of AI-enabled continuous performance evaluation and employee motivation. Correlation analysis helps determine the strength and direction of the relationship between the independent variable and the dependent variable. The results of this analysis provide empirical evidence regarding whether increased awareness of AI-enabled continuous performance evaluation is associated with higher levels of employee motivation among IT employees.

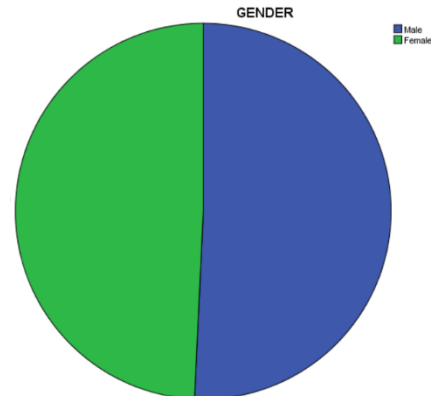
The findings obtained through these statistical analyses are presented systematically using tables, charts, and detailed interpretations. Each table is accompanied by an explanation that highlights the major findings and relates them to the objectives of the study. The interpretations are based on the statistical results and provide meaningful insights into employees' perceptions and experiences regarding AI-enabled continuous performance evaluation systems.

4.2 Demographic Details

The demographic analysis provides an overview of the personal and professional characteristics of the respondents participating in the study. It includes variables such as gender, age, educational qualification, work experience, and job level. Analysing these characteristics helps in understanding the composition of the sample and ensures that the respondents

represent different segments of employees within the IT sector. Furthermore, demographic information provides context for interpreting the subsequent findings related to employee awareness of AI-enabled continuous performance evaluation and employee motivation.

4.2.1 Gender



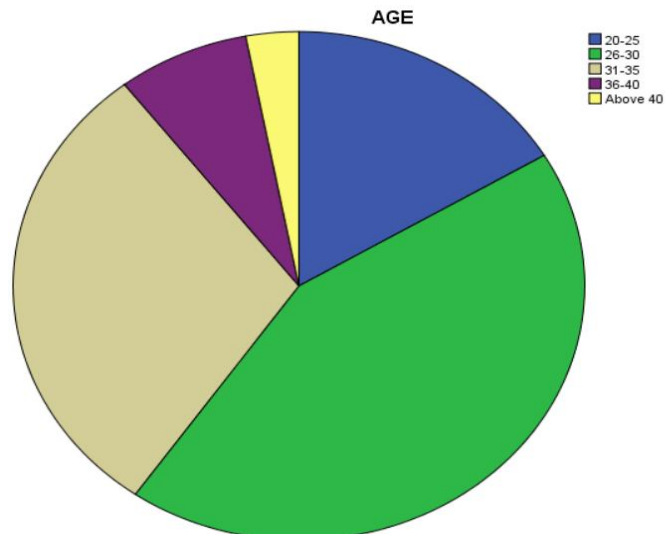
Gender	Frequency (n)	Percentage (%)
Male	34	50.7
Female	33	49.3
Total	67	100

Gender-wise Participation of Respondents

The gender-wise distribution of respondents indicates a nearly equal representation of both male and female employees in the study. Out of the total 67 respondents, 34 respondents (50.7%) are male, while 33 respondents (49.3%) are female. The difference between the two groups is marginal, reflecting a balanced gender composition within the sample.

This balanced distribution enhances the representativeness and reliability of the study by ensuring that the perspectives of both male and female employees are adequately captured. It also minimizes the possibility of gender bias in the findings and provides a comprehensive understanding of employees' awareness of AI-enabled continuous performance evaluation and its relationship with employee motivation in the IT sector. The nearly equal participation of both genders suggests that the study findings are broadly applicable across male and female IT professionals.

4.2.2 Age

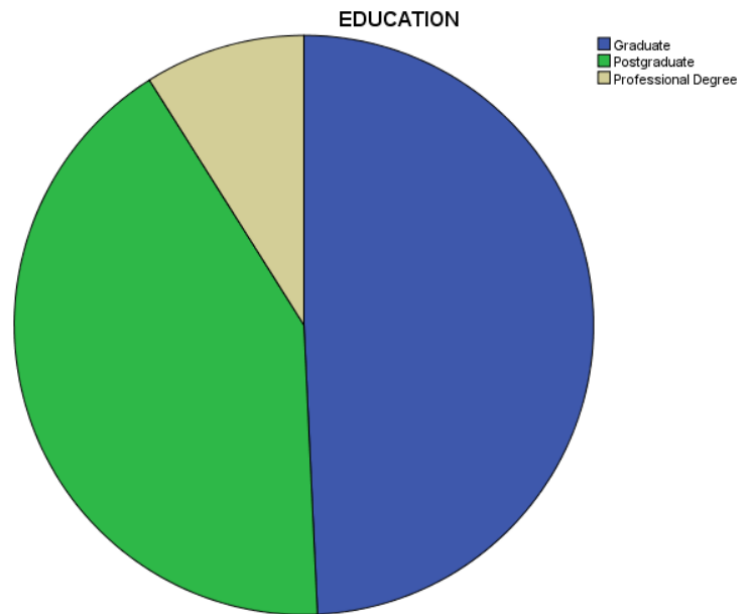


Valid	Frequency	Percent
20-25	11	16.40%
26-30	29	43.30%
31-35	20	29.90%
36-40	5	7.50%
Above – 40	2	3.00%
Total	67	100%

The age-wise distribution of respondents indicates that the study is predominantly represented by young and early-career IT professionals. Out of the total 67 respondents, the largest proportion, 29 respondents (43.3%), belongs to the 26–30 years age group, followed by 20 respondents (29.9%) in the 31–35 years category. Respondents aged 20–25 years account for 11 respondents (16.4%), while 5 respondents (7.5%) fall within the 36–40 years age group. The smallest proportion comprises employees above 40 years, representing 2 respondents (3.0%).

Overall, nearly three-fourths (73.2%) of the respondents are between 26 and 35 years of age, indicating that the study mainly reflects the views of employees in the early and middle stages of their careers. This age group is generally more exposed to emerging technologies and AI-enabled performance evaluation systems, making their opinions particularly relevant to the study. The inclusion of respondents from older age groups further enhances the diversity of the sample and provides a broader understanding of employee awareness of AI-enabled continuous performance evaluation and its relationship with employee motivation across different career stages.

4.2.3 Educational Qualification



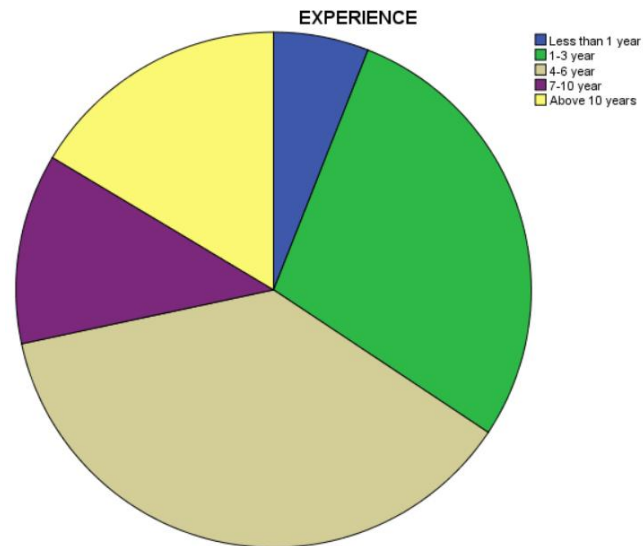
Valid	Frequency	Percent
Graduate	33	49.30%
Postgraduate	28	41.80%
professional Degree	6	9.00%
Total	67	100.00%

The educational qualification-wise distribution of respondents indicates that the majority of employees possess undergraduate or postgraduate qualifications. Out of the total 67 respondents, 33 respondents (49.3%) are graduates, representing the largest proportion of the sample. This is followed by 28 respondents (41.8%) who hold postgraduate degrees, while 6 respondents (9.0%) possess professional degrees.

Overall, more than nine-tenths (91.1%) of the respondents have either graduate or postgraduate qualifications, reflecting a highly educated workforce within the IT sector. This educational profile suggests that the respondents are well-equipped to understand and adapt to emerging technologies such as AI-enabled continuous performance evaluation systems. The presence of respondents with professional qualifications further adds diversity to the sample and

contributes to a broader perspective on employee awareness of AI-based performance evaluation and its influence on employee motivation.

4.2.4 work experience

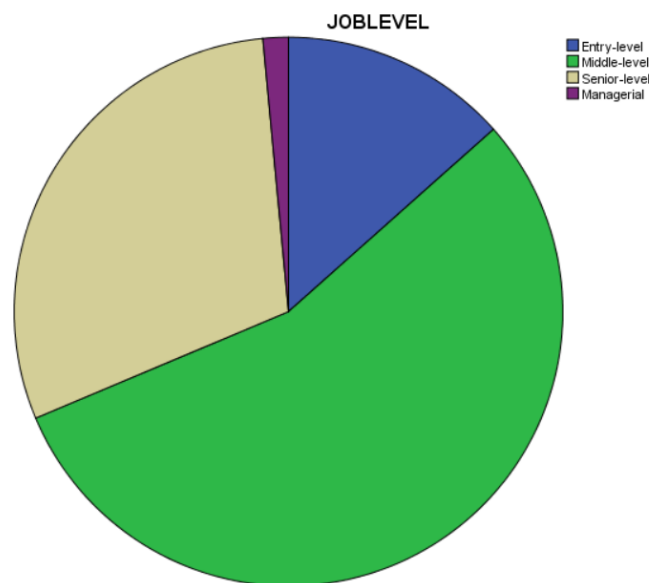


Valid	Frequency	Percent
Less than 1 year	4	6.00%
1-3 year	19	28.40%
4-6 year	25	37.30%
7-10 year	8	11.90%
Above 10 years	11	16.40%
Total	67	100%

The work experience-wise distribution of respondents indicates that the study includes employees with varying levels of professional experience in the IT sector. Among the 67 respondents, the largest proportion, 25 respondents (37.3%), have 4-6 years of work experience. This is followed by 19 respondents (28.4%) with 1-3 years of experience. Employees with above 10 years of experience account for 11 respondents (16.4%), while 8 respondents (11.9%) have 7-10 years of experience. The smallest group comprises 4 respondents (6.0%) with less than one year of work experience.

Overall, nearly two-thirds (65.7%) of the respondents have 1–6 years of work experience, indicating that the study predominantly represents employees in the early and middle stages of their professional careers. These employees are more likely to have regular exposure to AI-enabled performance evaluation systems and evolving workplace technologies. At the same time, the inclusion of experienced professionals with more than seven years of service provides valuable insights from employees with extensive organizational and industry experience, thereby enhancing the comprehensiveness and reliability of the study findings.

4.2.4 Job Level



Valid	Frequency	Percent
Entry-level	9	13.40%
Middle-level	37	55.20%
Senior-level	20	29.90%
Managerial	1	1.50%
Total	67	100.00%

The job level-wise distribution of respondents indicates that the study primarily represents employees occupying middle-level positions within the IT sector. Out of the total 67 respondents, the largest proportion, 37 respondents (55.2%), belongs to the middle-level category. This is followed by 20 respondents (29.9%) holding senior-level positions. Entry-level employees account for 9 respondents (13.4%), while only 1 respondent (1.5%) occupies a managerial position.

Overall, more than four-fifths (85.1%) of the respondents are employed in middle-level and senior-level positions, indicating that the study largely reflects the perspectives of employees with considerable professional responsibilities and experience. These employees are more likely to be directly involved in AI-enabled continuous performance evaluation processes and organizational performance management practices. Although managerial representation is limited, the inclusion of respondents across different job levels enhances the diversity of the sample and provides a comprehensive understanding of employee awareness of AI-enabled continuous performance evaluation and its relationship with employee motivation across various organizational hierarchies.

4.3 Correlation Analysis

Correlation analysis was conducted using Pearson's Correlation Coefficient to examine the relationship between employee awareness of AI-enabled continuous performance evaluation and employee motivation among IT employees in Trivandrum. Pearson's correlation is used to determine both the strength and direction of the relationship between two continuous variables. The results of the analysis are presented in Table 4.6.

Table 1

Correlation between Employee Awareness of AI-enabled Continuous Performance Evaluation and Employee Motivation

Variables	Employee Awareness of AI-enabled Continuous Performance Evaluation	Employee Motivation
Employee Awareness of AI-enabled Continuous Performance Evaluation	1	0.359
Employee Motivation	0.359	1

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

Pearson Correlation (r) = 0.359

Significance (p) = 0.003

Sample Size (N) = 67

The Pearson correlation analysis was performed to examine the relationship between employee awareness of AI-enabled continuous performance evaluation and employee motivation among IT employees in Trivandrum. The results reveal a positive correlation between the two variables, with a Pearson correlation coefficient (r) of 0.359.

The obtained p -value is 0.003, which is less than the 0.01 level of significance ($p < 0.01$). Therefore, the relationship between employee awareness of AI-enabled continuous performance evaluation and employee motivation is statistically significant. This indicates that the observed relationship is unlikely to have occurred by chance.

According to Cohen's (1988) guidelines for interpreting correlation coefficients, an r value of 0.359 represents a moderate positive relationship between the variables. This suggests that employees who possess a higher level of awareness regarding AI-enabled continuous performance evaluation systems are more likely to exhibit higher levels of motivation in their workplace. Although the relationship is not strong, it is sufficiently meaningful to indicate that employee awareness contributes positively to motivation.

The positive association may be attributed to the fact that employees who understand AI-enabled continuous performance evaluation systems are more likely to perceive them as transparent, objective, and supportive of continuous feedback. Such awareness can enhance employees' confidence in the performance evaluation process, encourage greater engagement with organizational goals, and ultimately improve their motivation.

The findings are consistent with the objective of the study, which sought to examine the relationship between employee awareness of AI-enabled continuous performance evaluation and employee motivation. The statistically significant positive correlation demonstrates that increased awareness of AI-enabled continuous performance evaluation is associated with increased employee motivation among IT employees in Trivandrum.

Hence, it can be concluded that employee awareness of AI-enabled continuous performance evaluation has a significant and positive relationship with employee motivation, thereby supporting the research objective and indicating that organizations should promote greater awareness and understanding of AI-based performance evaluation systems to enhance employee motivation.

4.4 Descriptive Statistics

4.4.1 Descriptive Statistics of Employee Awareness of AI-enabled Continuous Performance Evaluation

The following Table 4.7 presents the descriptive statistics for employee awareness of AI-enabled continuous performance evaluation.

The descriptive statistics indicate that data were collected from 67 respondents, with no missing responses. The mean score for employee awareness of AI-enabled continuous performance evaluation is 3.34, while the standard deviation is 0.89.

The mean score of 3.34 suggests that respondents possess a moderate level of awareness regarding AI-enabled continuous performance evaluation systems. The standard deviation of 0.89 indicates a moderate variation in respondents' awareness levels, implying that although employees generally exhibit a similar level of awareness, some differences exist in their understanding and familiarity with AI-based performance evaluation practices. Overall, the findings indicate that employees are reasonably aware of AI-enabled continuous performance evaluation, but there remains scope for organizations to further enhance awareness through training, communication, and technology orientation initiatives.

4.4.2 Descriptive Statistics of Employee Motivation

The following Table 4.8 presents the descriptive statistics for employee motivation.

The descriptive statistics show that responses were obtained from 67 respondents, with no missing data. The mean score for employee motivation is 2.92, and the standard deviation is 0.80.

The mean score of 2.92 indicates a moderate level of employee motivation among the respondents. The standard deviation of 0.80 reflects moderate variability in employees' motivation levels, suggesting that while respondents generally exhibit comparable levels of motivation, individual differences are present. These findings imply that employees maintain a moderate degree of motivation within their organizations, highlighting opportunities for organizations to strengthen employee motivation through effective implementation of AI-

enabled performance evaluation systems, constructive feedback mechanisms, and supportive human resource practices.

4.5 Recommendations and Feedback

Based on the findings of the study, the following recommendations are proposed to enhance employee awareness of AI-enabled continuous performance evaluation systems and improve employee motivation among IT employees in Trivandrum.

4.5.1 Increase Employee Awareness of AI Systems

Organizations should conduct regular awareness programmes, workshops, and orientation sessions to educate employees about AI-enabled continuous performance evaluation systems. A better understanding of how AI is used in performance evaluation can reduce uncertainty and improve employee acceptance.

4.5.2 Ensure Transparency in AI-Based Performance Evaluation

Organizations should clearly communicate how AI-enabled performance evaluation systems operate, including the criteria used for evaluation and feedback generation. Transparency can strengthen employees' trust in the system and reduce concerns regarding fairness and bias.

4.5.3 Provide Continuous Feedback

AI-enabled performance evaluation systems should focus on providing timely and constructive feedback rather than relying solely on periodic performance reviews. Continuous feedback helps employees identify their strengths and areas for improvement, thereby enhancing motivation and performance.

4.5.4 Maintain Human Involvement in Performance Evaluation

Although AI can improve efficiency and objectivity, organizations should ensure that managers continue to play an active role in the performance evaluation process. Human judgement is essential for understanding individual circumstances, providing emotional support, and making balanced performance decisions.

4.5.5 Address Ethical and Privacy Concerns

Organizations should establish clear policies regarding data privacy, confidentiality, and the ethical use of AI. Employees should be informed about how their performance data are collected, stored, and used to promote confidence in AI-enabled evaluation systems.

4.5.6 Provide Training for Managers and Employees

Training programmes should be organized to improve the digital competency of both employees and managers. Such programmes will help users understand AI-based performance management systems and utilize them more effectively.

4.5.7 Promote Employee Participation

Employees should be encouraged to provide feedback regarding AI-enabled performance evaluation systems. Considering employee opinions while designing and improving these systems can increase acceptance, satisfaction, and motivation.

4.6 Thematic Analysis of Respondent Recommendations

Although the study primarily employed a quantitative research approach, respondents also shared valuable suggestions regarding AI-enabled continuous performance evaluation. These responses were reviewed and grouped into common themes to better understand employees' expectations and concerns.

4.6.1 Theme 1: Need for Greater Awareness and Training

Many respondents indicated that organizations should provide awareness programmes and practical training on AI-enabled performance evaluation systems. Employees expressed that a better understanding of AI would increase their confidence and acceptance of such technologies.

4.6.2 Theme 2: Transparency and Fairness

A common recommendation from respondents was that AI-based performance evaluation should be transparent and unbiased. Employees emphasized that the evaluation criteria should

be clearly communicated and consistently applied to ensure fairness in performance assessments.

4.6.3 Theme 3: Human Oversight

Several respondents suggested that AI should support rather than replace managers in the performance evaluation process. They believed that human judgement remains essential for understanding employee behaviour, recognizing contextual factors, and making fair decisions.

4.6.4 Theme 4: Continuous and Constructive Feedback

Respondents highlighted the importance of receiving regular and meaningful feedback. They believed that AI-enabled continuous performance evaluation should focus on employee development by providing timely suggestions for improvement instead of merely monitoring performance.

4.6.5 Theme 5: Data Privacy and Security

Some respondents expressed concerns regarding the privacy and security of personal and performance-related data. They recommended that organizations adopt strong data protection measures and clearly communicate how employee information is collected, stored, and used.

4.6.6 Theme 6: Employee-Centred AI Implementation

Several respondents recommended that organizations should involve employees while implementing AI-enabled performance evaluation systems. They believed that employee participation would improve acceptance of AI technologies and contribute to a more effective performance management process.

Overall, the thematic analysis indicates that employees generally have a positive attitude towards AI-enabled continuous performance evaluation. However, they expect organizations to ensure transparency, fairness, adequate training, human involvement, and data privacy for the successful implementation of AI-based performance evaluation systems.

4.7 Conclusion

This chapter presented the analysis and interpretation of the data collected from 67 IT employees in Trivandrum regarding their awareness of AI-enabled continuous performance evaluation and employee motivation.

The demographic analysis provided an overview of the respondents' characteristics in terms of gender, age, educational qualification, work experience, and job level. Descriptive statistics revealed that respondents exhibited a moderate level of awareness regarding AI-enabled continuous performance evaluation and a moderate level of employee motivation.

The correlation analysis demonstrated a moderate positive and statistically significant relationship ($r = 0.359$, $p = 0.003$) between employee awareness of AI-enabled continuous performance evaluation and employee motivation. The findings indicate that employees with greater awareness of AI-enabled continuous performance evaluation systems tend to report higher levels of motivation.

The chapter also presented recommendations derived from the findings, emphasizing the need for greater awareness, transparency, continuous feedback, human oversight, employee participation, and data privacy in AI-based performance evaluation systems. The thematic analysis of respondent recommendations further highlighted employees' expectations regarding the effective implementation of AI in performance management.

Overall, the analyses presented in this chapter successfully addressed the research objectives and provided empirical evidence regarding the relationship between employee awareness of AI-enabled continuous performance evaluation and employee motivation. These findings serve as the foundation for the final chapter, which presents the major findings, conclusions, limitations, and suggestions for future research.

CHAPTER 5

FINDINGS, SUGGESTIONS AND CONCLUSION

5.1 Introduction

This concluding chapter presents a comprehensive summary of the research by systematically discussing the major findings, providing practical suggestions, and drawing meaningful conclusions. The primary purpose of this chapter is to consolidate the key outcomes of the study and interpret them in relation to the research objectives. It also highlights the significance of the findings in understanding employee awareness of AI-enabled continuous performance evaluation and its relationship with employee motivation among IT employees in Trivandrum.

The findings section summarizes the major results obtained through the analysis of the collected data. It explains the demographic characteristics of the respondents and presents the key findings derived from descriptive statistics and correlation analysis. These findings help in addressing the research objectives by assessing the level of employee awareness regarding AI-enabled continuous performance evaluation, examining its relationship with employee motivation, and identifying employees' preference towards AI-enabled continuous performance evaluation techniques.

Based on the findings of the study, practical suggestions have been proposed for organizations, HR professionals, and management to enhance employee awareness, promote transparency in AI-enabled performance evaluation systems, and improve employee motivation. These recommendations are intended to support organizations in implementing AI-based performance management systems effectively while ensuring employee acceptance, trust, and engagement.

The chapter concludes by presenting the overall conclusion of the study, highlighting its contribution to the growing field of Artificial Intelligence in Human Resource Management. It also acknowledges the limitations encountered during the research and provides recommendations for future studies to further explore AI-enabled continuous performance evaluation in different organizational and industrial contexts. Thus, this chapter brings together the entire research by summarizing the key findings, offering practical implications, and suggesting directions for future research and practice.

5.2 Findings

Following are the major findings of the study.

5.2.1 Demographic Findings

- i. The study included 67 IT employees working in Trivandrum, representing different age groups, educational qualifications, work experience, and job levels.
- ii. The respondents consisted of 50.7% male and 49.3% female employees, indicating an almost equal representation of both genders in the study.
- iii. The majority of respondents belonged to the 26-30 years (43.3%) age group, followed by 31-35 years (29.9%), indicating that the study mainly represents young professionals working in the IT sector.
- iv. Most of the respondents possessed graduate (49.3%) and postgraduate (41.8%) qualifications, suggesting that the participants were academically well-qualified to understand AI-enabled performance evaluation systems.
- v. The largest proportion of respondents had 4-6 years of work experience (37.3%), indicating that most participants had adequate professional exposure to organizational performance evaluation practices.
- vi. More than half of the respondents (55.2%) were employed in middle-level positions, indicating that the study largely reflects the perceptions of employees who actively participate in organizational performance management processes.

5.2.2 Findings Related to the Research Objectives

Objective 1: To assess the level of employee awareness regarding AI-enabled continuous performance evaluation.

- i. The findings revealed that IT employees possess a moderate level of awareness regarding AI-enabled continuous performance evaluation systems.

- ii. The mean awareness score of 3.33 with a standard deviation of 0.88 indicates that employees are generally familiar with AI-based performance evaluation, although their level of understanding varies across respondents.
- iii. The findings suggest that AI-enabled continuous performance evaluation is gradually gaining recognition among IT employees; however, there remains scope for increasing employee awareness through training, communication, and organizational support.

Objective 2: To analyse the relationship between employee awareness of AI-enabled continuous performance evaluation and employee motivation.

- i. The correlation analysis revealed a moderate positive relationship ($r = 0.359$) between employee awareness of AI-enabled continuous performance evaluation and employee motivation.
- ii. The findings indicate that employees with greater awareness of AI-enabled continuous performance evaluation systems tend to exhibit higher levels of motivation.
- iii. These findings imply that improving employees' understanding of AI-based performance evaluation systems may positively influence employee motivation and workplace engagement.

Objective 3: To examine whether employees prefer AI-enabled continuous performance evaluation techniques or not.

- i. The study found that employees generally expressed a favourable preference towards AI-enabled continuous performance evaluation techniques.
- ii. The findings indicate that respondents recognize the potential benefits of AI-enabled evaluation systems, including continuous feedback, improved transparency, and more objective performance assessment.
- iii. However, the study also suggests that many organizations continue to rely on traditional performance evaluation methods while gradually adopting AI-enabled systems.

5.2.3 Findings from Descriptive Statistics

- i. The descriptive statistics indicate that employee awareness regarding AI-enabled continuous performance evaluation is at a moderate level (Mean = 3.33, SD = 0.88).
- ii. Employee motivation was also found to be moderate (Mean = 2.91, SD = 0.79), indicating moderate variation in motivational levels among respondents.
- iii. The moderate mean values for both variables suggest that although AI-enabled continuous performance evaluation is becoming more familiar among IT employees, organizations still have opportunities to strengthen employee awareness and motivation through effective implementation strategies.

5.2.4 Findings from Correlation Analysis

- i. The Pearson correlation analysis demonstrated a moderate positive relationship between employee awareness of AI-enabled continuous performance evaluation and employee motivation ($r = 0.359$).
- ii. According to Cohen's classification, the obtained correlation coefficient indicates a meaningful positive association between the two variables.
- iii. The findings suggest that increased employee awareness of AI-enabled continuous performance evaluation systems is associated with higher employee motivation.
- iv. These results emphasize the importance of providing employees with adequate knowledge, communication, and training regarding AI-enabled performance evaluation systems to improve employee motivation and acceptance.
- v. The study confirms that AI-enabled continuous performance evaluation is gradually gaining acceptance among IT employees in Trivandrum.
- vi. Employees possess a moderate level of awareness regarding AI-enabled continuous performance evaluation systems and generally demonstrate a favourable preference towards their adoption.

- vii. Employee motivation was found to be moderate, indicating opportunities for organizations to strengthen motivational outcomes through better awareness and transparent implementation of AI-enabled performance evaluation systems.
- viii. The positive relationship between employee awareness and employee motivation highlights that organizations should focus on educating employees about AI-enabled performance evaluation to improve trust, acceptance, and motivation.

5.3 Suggestions

Based on the findings of the present study, the following suggestions are proposed to enhance employee awareness of AI-enabled continuous performance evaluation systems and improve employee motivation among IT employees:

- i. Organizations should conduct regular awareness programmes, workshops, and training sessions to educate employees about AI-enabled continuous performance evaluation systems, their functioning, and their potential benefits.
- ii. HR professionals should ensure transparent communication regarding the implementation of AI-enabled performance evaluation systems so that employees clearly understand how AI is used in assessing their performance.
- iii. Organizations should combine AI-enabled performance evaluation with human judgment to ensure fairness, reduce employee concerns regarding algorithmic bias, and increase trust in the evaluation process.
- iv. Continuous feedback mechanisms may be strengthened through AI-enabled performance management systems to provide employees with timely, constructive, and personalized feedback that supports their professional growth and motivation.
- v. Organizations may encourage employee participation while introducing AI-enabled performance evaluation systems by collecting employee feedback and addressing their concerns during the implementation process.
- vi. IT organizations may provide adequate training and technical support to employees to improve their digital competencies and confidence in using AI-enabled HR systems.

- vii. Management may ensure that AI-enabled performance evaluation systems are implemented ethically by protecting employee privacy, maintaining data security, and ensuring transparency in the use of employee performance data.
- viii. Organizations may regularly evaluate the effectiveness of AI-enabled performance evaluation systems through employee satisfaction surveys and feedback mechanisms to identify areas requiring improvement.
- ix. HR departments may integrate AI-enabled continuous performance evaluation with employee development programmes, career planning, coaching, and skill development initiatives to enhance employee motivation and organizational performance.
- x. Future organizational policies may focus on developing employee-centric AI-enabled performance management systems that balance technological efficiency with human interaction, fairness, and employee well-being, thereby promoting greater acceptance and motivation among employees.

5.4 Conclusion

The present study, titled "Employee Awareness of AI-Enabled Continuous Performance Evaluation and Employee Motivation: A Study among IT Employees in Trivandrum," examined the level of employee awareness regarding AI-enabled continuous performance evaluation systems and analyzed its relationship with employee motivation among IT employees in Trivandrum. As Artificial Intelligence continues to transform Human Resource Management practices, particularly in performance management, understanding employees' awareness and acceptance of AI-enabled performance evaluation systems has become increasingly important. This study contributes to the growing body of knowledge by providing empirical evidence on the relationship between employee awareness of AI-enabled continuous performance evaluation and employee motivation within the IT sector.

The study was conducted among IT employees in Trivandrum using a quantitative research approach with a descriptive and analytical research design. Primary data were collected from 67 respondents through a structured questionnaire administered using Google Forms. The collected data were analyzed using IBM SPSS with statistical tools such as frequency analysis, descriptive statistics, and Pearson's correlation analysis. These techniques enabled the researcher to examine the demographic characteristics of the respondents, assess the level of

employee awareness regarding AI-enabled continuous performance evaluation, measure employee motivation, and analyse the relationship between the two variables.

The demographic findings indicate that the respondents represented diverse backgrounds in terms of gender, age, educational qualification, work experience, and job level. The study observed an almost equal representation of male and female employees, while the majority of respondents belonged to the 26-30 years age group. Most participants possessed graduate or postgraduate qualifications, had four to six years of work experience, and were employed in middle-level positions. These characteristics suggest that the respondents had sufficient educational and professional exposure to understand and evaluate AI-enabled performance evaluation systems.

The findings revealed that employees possess a moderate level of awareness regarding AI-enabled continuous performance evaluation systems, with a mean score of 3.33 and a standard deviation of 0.88. Similarly, employee motivation was found to be at a moderate level, with a mean score of 2.91 and a standard deviation of 0.79. These findings indicate that although employees are becoming increasingly familiar with AI-enabled performance evaluation systems, organizations still have opportunities to strengthen awareness and motivation through effective communication, training, and employee engagement initiatives.

The correlation analysis demonstrated a moderate positive relationship ($r = 0.359$) between employee awareness of AI-enabled continuous performance evaluation and employee motivation. This finding suggests that employees who have greater awareness and understanding of AI-enabled performance evaluation systems are more likely to exhibit higher levels of motivation. The study also found that employees generally showed a favourable preference towards AI-enabled continuous performance evaluation techniques, indicating an increasing acceptance of AI applications in performance management. However, many organizations continue to rely on traditional performance evaluation methods while gradually integrating AI-based systems into their HR practices.

The findings emphasize that the successful implementation of AI-enabled continuous performance evaluation systems depends not only on technological advancement but also on employee awareness, transparency, fairness, and effective communication. Organizations should ensure that employees clearly understand how AI-based evaluation systems function, how performance data are collected and utilized, and how these systems contribute to employee development. Adequate training, continuous feedback, employee participation, and ethical

implementation can improve employee trust, acceptance, and motivation while enhancing the overall effectiveness of AI-enabled performance management systems.

Overall, this study contributes to the emerging field of Artificial Intelligence in Human Resource Management by providing valuable insights into employee awareness of AI-enabled continuous performance evaluation and its relationship with employee motivation. The findings offer practical implications for HR professionals, managers, and organizational leaders seeking to implement AI-enabled performance management systems effectively while maintaining employee trust and engagement. Future researchers may extend this study by including larger sample sizes, different industries, additional organizational variables, and longitudinal research designs to gain a broader understanding of the long-term impact of AI-enabled continuous performance evaluation on employee motivation and organizational performance.

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APPENDIX

QUESTIONNAIRE

Scale used – 5 – point likert scale

Demographic Profile

1. Email Address
2. Select your Gender
 - ☐ Male
 - ☐ Female
 - ☐ Prefer not to say
 - ☐ Other
3. Age Group
 - ☐ 20-25
 - ☐ 26-30
 - ☐ 31-35
 - ☐ 36-40
 - ☐ Above 40
4. Highest Educational Qualifications
 - ☐ Graduate
 - ☐ Postgraduate
 - ☐ Professional Degree
 - ☐ Others
5. Total work Experience in the IT industry
 - ☐ Less than 1 year
 - ☐ 1-3 years

- 4-6 years
- 7-10 years
- Above 10 years

6. Current job level

- Entry-level
- Middle-level
- Senior-level
- Managerial

Section B : Employee Awareness & Adoption of AI – Enabled Evaluation

(This section measures the core independent variable : Awareness)

7. I am fully aware that my organization uses AI-based tools for continuous performance evaluation.

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

8. Which of the following AI – driven techniques are you aware of being used in your organization?

9. I clearly understand the criteria and metrics the AI system uses to evaluate my performance.

- Strongly Disagree
- Disagree
- Neutral

- Agree
- Strongly Agree

10. I know how data from my daily communication and work tools is collected by the AI evaluation tool.

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

11. The AI-based performance evaluation tools are transparent and easy to comprehend.

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

12. My organization provided adequate training/orientation to make employees aware of how the AI evaluation system operates.

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

Section C : Employee Perception of AI-Driven Evaluation Accuracy

(Awareness directly influences trust and perception, which impacts motivation)

13. Because I understand how it works, I perceive AI-driven evaluation to be more objective than traditional appraisal methods.

- ☐ Strongly Disagree
- ☐ Disagree
- ☐ Neutral
- ☐ Agree
- ☐ Strongly Agree

14. I believe that continuous AI tracking successfully reduces human bias in my performance assessment.

- ☐ Strongly Disagree
- ☐ Disagree
- ☐ Neutral
- ☐ Agree
- ☐ Strongly Agree

15. I trust the accuracy of the AI-generated performance feedback because I am aware of how it evaluates me.

- ☐ Strongly Disagree
- ☐ Disagree
- ☐ Neutral
- ☐ Agree
- ☐ Strongly Agree

16. A lack of complete clarity regarding how the AI evaluates me increases my work pressure, stress, or privacy concerns.

- ☐ Strongly Disagree
- ☐ Disagree

- ☐ Neutral
- ☐ Agree
- ☐ Strongly Agree

17. A lack of complete clarity regarding how the AI evaluates me increases my work pressure, stress, or privacy concerns.

- ☐ Strongly Disagree
- ☐ Disagree
- ☐ Neutral
- ☐ Agree
- ☐ Strongly Agree

Section D: Impact on Employee Motivation

(This section measures your dependent variable: Motivation)

18. Clear awareness of how the AI tracks my goals increases my day-to-day engagement and motivation at work.

- ☐ Strongly Disagree
- ☐ Disagree
- ☐ Neutral
- ☐ Agree
- ☐ Strongly Agree

19. Receiving real-time, automated feedback from the AI system motivates me to improve my productivity.

- ☐ Strongly Disagree
- ☐ Disagree
- ☐ Neutral

- Agree
- Strongly Agree

20. Being aware of my performance data in real-time drives me to align my personal tasks with organizational goals.

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

21. Regular insights from the AI evaluation tool make me feel consistently recognized, boosting my intrinsic motivation.

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

22. Knowing how the AI system tracks my progress encourages me to take active steps toward my career development.

- Strongly Disagree
- Disagree
- Neutral
- Agree

- Strongly Agree

Section E: Overall Effectiveness & Opinion

23. Knowing how the AI system functions makes it more effective than traditional annual appraisal frameworks.

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

24. Overall, a high level of awareness regarding AI-driven continuous evaluation positively impacts my motivation.

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

25. What primary challenges or concerns do you face regarding your understanding, awareness, or transparency of AI-driven continuous performance evaluation?

(Paragraph Response)