

AI-Driven HRM and Employee Well-Being in a Multigenerational Workforce: The Moderating Role of Diversity, Equity, and Inclusion

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Abstract

This study aims to examine the effect of AI-driven human resource management (AI-driven HRM) on multigenerational employee well-being, assess the moderating role of diversity, equity, and inclusion (DEI), and identify differences in these relationships across Generations X, Y, and Z. This quantitative study surveyed 400 industrial employees in Salatiga, Indonesia, comprising 118 Generation X, 144 Generation Y, and 138 Generation Z respondents. Data were collected using a five-point Likert questionnaire and analyzed using Partial Least Squares Structural Equation Modeling, moderation analysis, and Multi-Group Analysis (MGA). The results show that AI-driven HRM has a positive and significant effect on multigenerational employee well-being ($\beta = 0.383$; $p < 0.001$) and the model explains 61.5% of its variance. DEI significantly strengthens the relationship between AI-driven HRM and employee well-being ($\beta = 0.190$; $p < 0.001$). MGA confirms significant generational differences, with the direct effect weakest in Generation X ($\beta = 0.21$) and strongest in Generation Z ($\beta = 0.52$), while the moderating effect of DEI is also strongest in Generation Z. The study concludes that AI-driven HRM effectiveness depends on inclusive organizational conditions and generational interpretation, highlighting the importance of human-centered and equitable AI implementation.

Manajemen SDM Berbasis AI dan Kesejahteraan Karyawan Multigenerasi: Peran Moderasi Diversity, Equity, dan Inclusion

Abstrak

Penelitian ini bertujuan menganalisis pengaruh manajemen sumber daya manusia berbasis kecerdasan buatan (AI-driven HRM) terhadap kesejahteraan karyawan multigenerasi, menguji peran moderasi diversity, equity, and inclusion (DEI), serta mengidentifikasi perbedaan hubungan tersebut pada Generasi X, Y, dan Z. Penelitian kuantitatif ini melibatkan 400 karyawan sektor industri di Salatiga, Indonesia, yang terdiri atas 118 responden Generasi X, 144 Generasi Y, dan 138 Generasi Z. Data dikumpulkan melalui kuesioner skala Likert lima poin dan dianalisis menggunakan Partial Least Squares Structural Equation Modeling, analisis moderasi, serta Multi-Group Analysis (MGA). Hasil penelitian menunjukkan bahwa AI-driven HRM berpengaruh positif dan signifikan terhadap kesejahteraan karyawan multigenerasi ($\beta = 0,383$; $p < 0,001$) dan model menjelaskan 61,5% varians kesejahteraan. DEI secara signifikan memperkuat hubungan AI-driven HRM dengan kesejahteraan karyawan ($\beta = 0,190$; $p < 0,001$). MGA menunjukkan perbedaan antargenerasi yang signifikan, dengan pengaruh langsung terlemah pada Generasi X ($\beta = 0,21$) dan terkuat pada Generasi Z ($\beta = 0,52$), sementara efek moderasi DEI paling kuat juga pada Generasi Z. Penelitian menyimpulkan bahwa efektivitas AI-driven HRM dipengaruhi kondisi organisasi yang inklusif dan interpretasi generasional, sehingga implementasi AI perlu berorientasi pada aspek manusia dan keadilan untuk mencapai kesejahteraan kerja lintas generasi yang berkelanjutan.

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INTRODUCTION

Organizations today operate within an increasingly multigenerational workforce in which several cohorts simultaneously interact within the same work system. Based on statistical data in Indonesia (2025), the workforce consists of four main generations: Generation Z (1997–2012), Millennials (1981–1996), Generation X (1965–1980), and Baby Boomers (1946–1964). Generation Z represents the largest proportion with 74.93 million people (27.94%), followed by Millennials with 69.38 million (25.87%) and Generation X with 58.65 million (21.88%). This demographic structure indicates that organizations simultaneously manage employees with different technological familiarity, work values, and expectations (Putra et al., 2024). Consequently, employee well-being becomes more complex because well-being is not merely an individual psychological condition but a work experience shaped by expectations and perceived organizational support (Budiharto & Athirah, 2024).

Prior research shows that each generation requires different well-being support strategies (Cvenkel, 2020). However, many organizations still implement generic human resource practices that overlook generational differences, potentially reducing the effectiveness of well-being programs (Putra et al., 2024). The emergence of artificial intelligence–driven human resource management (AI-driven HRM) offers a new approach to managing employee experiences. AI technologies can automate recruitment, evaluate performance, and optimize HR decision-making processes (Kadirov et al., 2024). Despite these advantages, AI adoption also introduces risks such as algorithmic bias, reduced human sensitivity, and unequal technological access (Sadeghi, 2024). Consequently, the impact of AI-driven HRM on employee well-being remains unclear. Although AI

can improve efficiency, personalization, and decision-making in HR processes, its implications for employee well-being may depend on how employees perceive and experience these technologies.

Organizational practices often emphasize efficiency improvements, yet their implications for employee psychological outcomes are not consistently understood. One explanation for this ambiguity may lie in how employees interpret AI practices. Generational differences shape expectations toward technology, influencing whether AI systems are perceived as supportive tools or controlling mechanisms. However, empirical evidence comparing the relationship between AI-driven HRM and employee well-being across generational cohorts remains limited. Much of the existing research tends to treat employees as a relatively homogeneous group, leaving insufficient understanding of whether the effects of AI-driven HRM on well-being differ across Generation X, Y, and Z.

Another overlooked factor is the organizational environment in which AI operates. The Diversity, Equity, and Inclusion (DEI) framework promotes fair representation and participation among diverse individuals (Feinberg, 2023). In particular, the role of Diversity, Equity, and Inclusion (DEI) as an organizational context remains insufficiently examined. Although DEI promotes fair representation and participation among diverse employees (Feinberg, 2023), limited empirical research has examined whether DEI changes the strength of the relationship between AI-driven HRM and employee well-being. Integrating DEI into AI-driven HRM may ensure fairness and legitimacy of algorithmic decisions, thereby strengthening its positive impact on well-being across generations.

Contemporary organizations increasingly consist of employees from multiple generational cohorts working together within the same organizational environ-

ment. In this context, employee well-being should not be viewed solely as an individual psychological outcome but also as a workplace condition shaped by interactions, collaboration patterns, and organizational practices experienced across generations. Therefore, the term multigenerational employee well-being in this study does not refer to a distinct well-being construct unique to Generation X, Y, or Z. Rather, it refers to employee well-being as experienced within a multigenerational workforce context, where employees from different generational cohorts are exposed to the same organizational systems but may interpret and respond to them differently. This perspective allows the study to investigate whether AI-driven HRM and DEI contribute to employee well-being across generational cohorts while maintaining employee well-being as a common underlying construct.

Motivated by these theoretical and empirical gaps, this study examines the influence of AI-driven HRM on multigenerational employee well-being and analyzes the moderating role of DEI using a quantitative survey and structural equation modeling approach. The state of the art in this study is therefore the shift from a technology-centered perspective of AI-driven HRM toward a human-centered and context-sensitive perspective. This study considers how generational characteristics and the organizational DEI context may shape employees' responses to AI-driven HR practices.

The study proposes that AI-driven HRM does not affect well-being directly, but through a socio-technical-psychological process in which employees evaluate technological practices based on perceived fairness and generational interpretation. This study integrates three complementary theoretical perspectives. From a socio-technical systems perspective, AI-driven HRM represents a transformation of work systems rather than merely a technological tool. Self-determination theory explains

how AI practices influence well-being through autonomy, competence, and relatedness needs satisfaction. Organizational justice theory clarifies the moderating role of DEI, as employees evaluate algorithmic decisions based on perceived fairness and legitimacy. Together, these perspectives provide a unified explanation of how technological HR practices translate into employee well-being outcomes. The novelty of this study lies in integrating AI-driven HRM, multigenerational employee well-being, and DEI as a moderating organizational context within a single empirical framework. In addition, generational cohort is examined as a boundary condition by comparing Generation X, Y, and Z through Multi-Group Analysis (MGA). This approach allows the study to examine not only whether AI-driven HRM is associated with employee well-being, but also whether the strength of this relationship differs across generations and under different levels of DEI.

Through empirical testing this framework, the study contributes to digital human resource management literature in three ways. First, it explains variations in the impact of AI-driven HRM by incorporating generational differences. Second, it positions DEI as a contextual factor that legitimizes AI practices. Third, it advances a human-centered understanding of digital HRM implementation, particularly within a developing country context.

Hypothesis Development

AI-driven HRM and Multigenerational Employee Well-Being

AI-driven HRM is a system that not only automates human resource functions but also acts as a facilitator enabling employees to acquire the knowledge, skills, and motivation needed to adapt, communicate, and work alongside AI technologies in daily tasks (Do et al., 2025). In the context of employee well-being, the role of AI is not merely administrative but also transformative. Through its analytical

capabilities, AI can identify employees' unique needs in real time and recommend appropriate interventions, such as preference-based training, balanced workload arrangements, and even early detection of work-related stress (Chowdhury et al., 2023). AI also enables HR processes to become more fair and inclusive by minimizing bias in decisions such as promotions, performance evaluations, and employee complaints (Jarrahi, 2018). This directly contributes to stronger perceptions of organizational support and employee ownership, two factors proven to influence psychological well-being in the workplace (Tambe et al., 2019).

Recent developments in human resource management indicate that the integration of artificial intelligence has evolved from automation toward a more strategic and transformative role, supporting learning, skill development, and employee adaptation in technology-based work environments (Do et al., 2025). Current research confirms that AI can perform real-time analytics to identify individual needs, provide personalized training recommendations, balance workloads, and detect early signs of stress or burnout risk (Chowdhury et al., 2023). In addition, AI systems have been shown to minimize bias in HR processes such as promotion, performance appraisal, and complaint handling, thereby creating more equitable and inclusive procedures (Jarrahi, 2018).

Furthermore, organizations successfully integrating AI into HRM are reported to create more supportive work experiences for all generations, particularly within multigenerational workforces that require flexibility and personalization (Zhang, 2024). Moreover, AI implementation in HRM strengthens employee resilience and autonomy through data-driven support and continuous feedback that enhances self-management capability (Murugesan et al., 2023). Therefore, the integration of AI in HRM not only accelerates operational processes but also improves the quality

of the work experience, ultimately leading to better multigenerational employee well-being.

The incorporation of artificial intelligence into HRM practices significantly reshapes organizational approaches to maintaining and improving employee well-being amid generational diversity (Zhang, 2024). Positive perceptions of AI usage also contribute to higher organizational trust and employee engagement, fostering a more supportive work environment. A strong HRM system further amplifies the positive impact of AI in promoting well-being through enhanced resilience and work autonomy (Murugesan et al., 2023). Based on the perspective that AI-driven HRM enables personalized support, fair decision-making, and adaptive work arrangements that enhance employees' psychological and social experiences at work, the implementation of AI-based HR practices is expected to improve employee well-being across different generations.

Drawing upon Socio-Technical Systems Theory, Self-Determination Theory, and Organizational Justice Theory, AI-driven HRM is expected to enhance employee well-being through several interconnected mechanisms. From a socio-technical perspective, AI-enabled HR systems improve work processes, optimize decision-making, and provide adaptive support that enhances employees' overall work experiences and reduces work-related inefficiencies (Chowdhury et al., 2023; Zhang, 2024).

Furthermore, Self-Determination Theory suggests that AI-driven HRM can satisfy employees' needs for autonomy, competence, and relatedness through personalized development opportunities, continuous feedback, and technology-enabled support systems, thereby fostering higher motivation, resilience, and well-being (Murugesan et al., 2023; Do et al., 2025). In addition, Organizational Justice Theory argues that employees eva-

uate HR practices based on perceptions of fairness, transparency, and consistency. When AI-assisted decisions reduce subjective bias and promote procedural fairness, employees are more likely to develop trust, organizational support perceptions, and psychological security, which contribute positively to employee well-being (Jarrahi, 2018; Tambe et al., 2019). Consequently, AI-driven HRM is expected to improve multigenerational employee well-being through improved work experiences, psychological need satisfaction, and fairness perceptions. Therefore, the following hypothesis is proposed:

H1: AI-driven HRM has a positive and significant effect on multigenerational employee well-being.

The Moderating Role of Diversity, Equity, and Inclusion Model

Diversity, Equity, and Inclusion (DEI) represent essential elements in contemporary organizational ethics and practice. The concept of DEI encompasses policies and programs that promote fair representation and participation of diverse groups, including differences in age, race, ethnicity, ability, gender, religion, and culture (Kelly, 2023). Awareness of the importance of DEI implementation in the workplace has increased significantly, although challenges in realizing its full potential remain. Many organizations have begun adopting DEI strategies to stimulate innovation, enhance problem-solving capability, and attract as well as retain talent (Olusanya, 2023).

Conceptually, DEI refers to values and practices that ensure fair treatment, equal representation, and active participation of diverse individuals within an organization (Fritz & Gresham, 2024; Karr & Berdejo, 2024). The DEI model plays an important moderating role in the relationship between AI-based HRM practices and employee well-being, particularly within a multigenerational workforce. This

perspective emphasizes inclusive practices in the implementation of AI-driven HRM to ensure that all employees experience equal appreciation and support in the workplace (Samaddar, 2024). By applying DEI principles, organizations can create a more equitable and inclusive work environment that not only enhances employee well-being but also reduces the negative consequences of AI implementation (Kaaria, 2024).

In the context of AI-driven HRM adoption, the DEI perspective becomes increasingly important because AI technology may generate new biases or reinforce existing ones if implemented without inclusivity considerations. Therefore, DEI principles are required to ensure that AI usage does not solely emphasize efficiency but also considers fairness in benefit distribution, protection for vulnerable groups, and equal access to career development opportunities across generations.

Furthermore, DEI practices can strengthen employee trust in AI-based systems, improve fairness perception in decision-making, and reduce technological resistance, especially among generations less familiar with artificial intelligence. Thus, DEI functions as an important mechanism ensuring that AI integration in HRM does not create new inequalities but instead supports a more inclusive and fair work experience for all employees.

Rather than positioning AI adoption solely as a technological capability, this study conceptualizes DEI as an organizational condition that shapes employees' responses to AI-based HR practices. Accordingly, this study provides an integrative perspective linking digital HRM practices with inclusive organizational climate in influencing employee well-being. Considering that the effectiveness of AI-driven HRM depends not only on technological capability but also on employees' perceptions of fairness and inclusion, the presence of strong DEI practices is expected to

enhance the positive impact of AI-based HR practices on employee well-being. Conversely, when DEI practices are weak, employees may perceive AI decisions as biased or impersonal, thereby reducing the benefits of AI-driven HRM. In addition, fairness perception is not interpreted uniformly across employees.

Different generational cohorts possess distinct technological socialization and expectations toward digital systems. Employees who are more familiar with digital environments tend to interpret algorithmic decisions as objective and supportive, whereas older cohorts may associate automated decisions with monitoring and reduced autonomy.

Consequently, the psychological meaning of inclusive practices may vary across generations. In a multigenerational workforce, DEI practices not only strengthen fairness perception but also help legitimize AI-based decisions differently depending on employees' generational backgrounds. Therefore, generational cohort is expected to function as a boundary condition that determines the extent to which AI-driven HRM enhances well-being. Therefore, the following hypotheses are proposed:

- H2: High DEI strengthens the positive influence of AI-driven HRM on multigenerational employee well-being.
- H3: The positive relationship between AI-driven HRM and employee well-being differs across generational cohorts.

METHOD

The study conducted in Salatiga, Central Java, with industrial sector employees serving as respondents. According to 2024 data from Statistics Indonesia (BPS) Salatiga, the workforce comprises 38,497 Generation X employees, 47,039 Generation Y employees, and 44,885 Generation Z employees, giving a total population of

130,421 individuals. The number of respondents is calculated using the Slovin formula, resulting in a sample of 400 participants proportionally allocated to 118 Generation X employees, 144 Generation Y employees, and 138 Generation Z employees.

Data gathered through a survey using a structured questionnaire consisting of closed-ended items measured on a five-point Likert scale from strongly disagree to strongly agree. The analysis technique employed is Moderating Structural Equation Modeling using Partial Least Squares Structural Equation Modeling (PLS-SEM) to examine the relationships among constructs. PLS is selected because it is suitable for relatively small sample sizes and complex causal models (Hair et al., 2024).

Evaluation of the measurement model (outer model) includes validity and reliability testing using outer loading, Cronbach's alpha, composite reliability, and average variance extracted (AVE). The structural model (inner model) will be assessed using R^2 and path coefficients. The moderating effect will be tested by examining the significance of the interaction variable on employee well-being. If the interaction path is statistically significant ($p\text{-value} < 0.05$), the DEI model is considered to significantly moderate the relationship between AI-driven HRM and multigenerational employee well-being. Through this approach, the study aims to empirically explain the role of DEI in strengthening the relationship between AI implementation in human resource management and employee well-being. To examine generational differences, this study employed Multi-Group Analysis (MGA), to ensure consistency between the theoretical constructs and their empirical measurement. The operational definitions, dimensions, and measurement sources for each variable are presented in Table 1.

Table 1. Variables Measurement

Variables	Variable Measurement	Sources
AI-Driven HRM	The use of artificial intelligence to support candidate screening and selection in an efficient and objective manner. The use of AI-based systems to support transparent and unbiased employee performance assessment. The use of AI to provide personalized training, learning support, and career development. The use of AI to support strategic, data-driven, and fair HR decision-making. Employees' perceptions that AI provides useful support for their work and facilitates fair treatment across employees and generations.	(Zhang, 2024)
Multigenerational Employee Well-Being (Y)	Positive psychological experiences at work, including job satisfaction, enthusiasm, and a sense of meaningfulness. The quality of interpersonal relationships across generations, reflected in acceptance, respect, and support among colleagues. Employees' perceptions of career growth, self-development opportunities, and alignment between personal and organizational values. Employees' ability to balance work demands with personal life and their access to flexible work arrangements. Employees' ability and comfort in collaborating with colleagues from different generations and adapting their work styles when necessary.	(Sadeghi, 2024)
Diversity, Equity, and Inclusion (DEI)	The presence and recognition of differences among employees, including demographic and cultural characteristics. Fair treatment and equal access to organizational opportunities, including promotion and professional development. The extent to which employees feel respected, valued, heard, and able to participate fully in the organization.	(Olusanya, 2023)

The measurement focuses on capturing employees' perceptions regarding the implementation of AI-Driven HRM practices, their well-being in a multigenerational workplace, and the organizational climate of diversity, equity, and inclusion. The AI-Driven HRM according to Zhang (2024) was measured using five dimensions: 1). AI in recruitment; 2). AI in performance evaluation; 3). AI in learning and development; 4). AI in decision ma-

king; 5). Perceived usefulness and fairness.

The Multigenerational Employee Well-Being was assessed through five dimensions (Sadeghi, 2024): 1). Psychological well-being; 2). Social well-being; 3). Professional well-being; 4). Work-life balance; 5). Generational adaptability.

Furthermore, the Diversity, Equity, and Inclusion (DEI) variable was measured using three dimensions: Diversity, Equity, and Inclusion (Olusanya, 2023).

RESULT AND DISCUSSION

Characteristic of Respondents

The characteristics of the respondents are presented to describe the demo-

graphic composition of the sample. In particular, the respondents are categorized by generational cohort and gender to reflect the multigenerational nature of the workforce examined in this study.

Table 2. Characteristic of Respondents

	Amount	Percent (%)
Gender		
Male	234	58.5
Female	166	41.5
Education		
High School	84	21.0
Diploma	74	18.5
Undergraduate	203	50.7
Post graduate	39	9.8
Generation/ Age		
Gen X (46-50)	118	29.5
Gen Y (30-45)	144	36.0
Gen Z (20-29)	138	34.5

Source: Processed Data (2026)

A total of 400 respondents participated in this study. Based on the gender category, the sample consisted of 234 male respondents (58.5%) and 166 female respondents (41.5%). This proportion indicates that male participants represented a slightly larger share of the sample. In terms of educational attainment, the majority of respondents held an Undergraduate degree (Bachelor's), totaling 203 individuals (50.7%). Meanwhile, 84 respondents (21.0%) had completed High School, 74 respondents (18.5%) held a Diploma, and 39 respondents (9.8%) had attained a Postgraduate degree. This distribution suggests that the workforce represented in the sample is predominantly composed of individuals with higher education credentials.

Based on generation and age classification, respondents were grouped according to widely recognized generational cohorts. Generation Y (ages 30–45) constituted the largest group with 144 respondents (36.0%), followed by Genera-

tion Z (ages 20–29) with 138 respondents (34.5%), and Generation X (ages 46–60) with 118 respondents (29.5%). The relatively balanced distribution across generations provides a comprehensive representation of the contemporary workforce, reflecting variations in age-related expectations and workplace experiences. The dominance of Generation Y and Generation Z, both categorized as active and productive workforce groups, indicates that these younger cohorts form a significant portion of the respondents. Their representation is particularly relevant for understanding generational differences in workplace attitudes, technological adaptability, and well being perceptions. At the same time, the meaningful presence of Generation X allows for a comparative analysis across older employee groups, enabling a holistic interpretation of intergenerational patterns in organizational settings, consistent with the generational approach applied in the reference study.

Table 3. Questionnaire Measurement Value

Score	Lower limit	Interval	Upper limit	Description
1	1.00	0.80	1.80	Strongly disagree
2	1.81	0.80	2.60	Disagree
3	2.61	0.80	3.40	Neutral
4	3.41	0.80	4.20	Agree
5	4.21	0.80	5.00	Strongly agree

Source: Processed Data (2026)

The questionnaire items were assessed using a five point Likert scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree). Based on Table 3 each score corresponds to a specific numerical interval derived from the actual value range in the dataset (1.00–5.00). Scores within 1.00–1.80 indicate strong disagreement, whereas 1.81–2.60 reflect disagreement. The

middle interval, 2.61–3.40, represents a neutral stance, showing neither agreement nor disagreement. Higher intervals 3.41–4.20 and 4.21–5.00 correspond to agreement and strong agreement, respectively. This structured interval system ensures clear interpretation of respondents' attitudes across all questionnaire items.

Table 4. Descriptive Statistic Output

Variables	Mean	Min	Max	St. Deviation	Result
AI-Driven HRM	3.70	2.20	5.00	0.5947	Agree
Multigenerational Employee Well-being	3.63	2.50	5.00	0.5039	Agree
DEI Model	3.49	1.89	5.00	0.5807	Agree

Source: Processed Data (2026)

The descriptive results in Table 4 show that all three constructs fall within the “Agree” category based on their mean values, indicating overall positive perceptions from respondents toward each variable. The AI Driven HRM construct obtained a mean score of 3.70, suggesting that employees generally agree that AI based HRM practices are present and perceived positively in their work environment. This construct also exhibits moderate variability (SD = 0.5947), reflecting differences in how strongly employees perceive AI supported HR processes. The construct Multigenerational Employee Well being recorded a mean of 3.63, also within the “Agree” interval, indicating that respondents across generations tend to feel a relatively positive level of well being in the workplace. Its standard deviation (0.5039) is the lowest among the

three variables, implying more consistent responses and less disparity across demographic groups.

Meanwhile, the DEI Model (Diversity, Equity, and Inclusion) shows a mean value of 3.49, slightly above the “Neutral” threshold but still within the “Agree” range. This suggests that employees perceive DEI practices as generally present, although not as strongly as the other constructs. The standard deviation (0.5807) indicates moderate variability, reflecting differing views among respondents, which is common in DEI related assessments due to generational and experiential differences. Overall, these results imply that respondents exhibit positive perceptions toward AI Driven HRM, multigenerational well being, and DEI practices, with varying levels of response consistency across constructs.

Outer Model Analysis

Figure 1 presents the outer loading values for all reflective indicators in the measurement model, illustrating the strength of the relationships between each observed item and its corresponding latent

construct. The diagram provides a visual summary of indicator reliability across the AI Driven HRM (X), DEI Model (Z), and Multigenerational Employee Well Being (Y) constructs, enabling an assessment of convergent validity within the model.

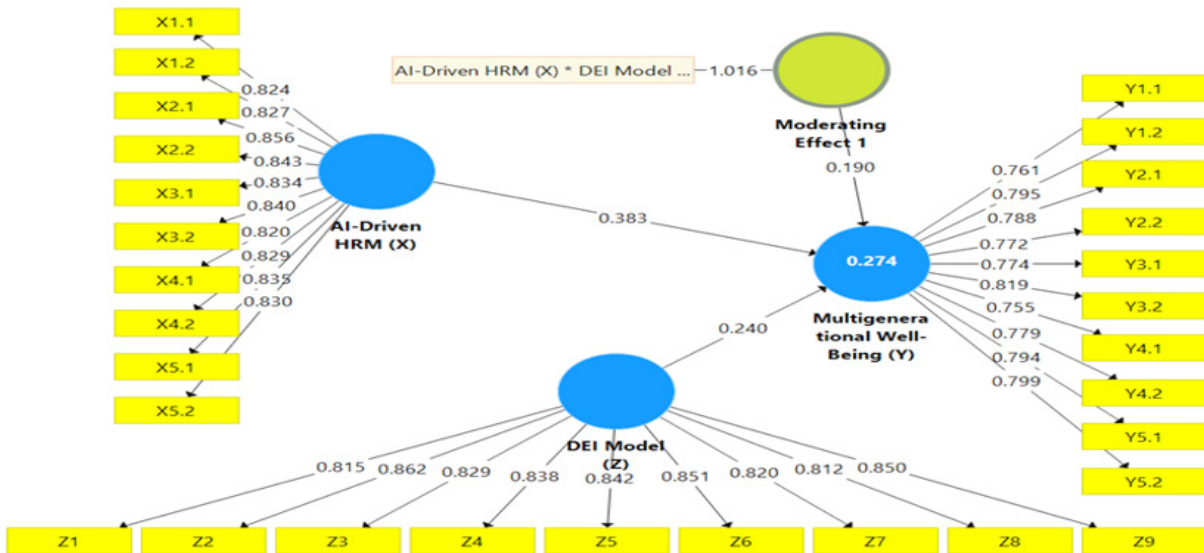


Figure 1. Structural Research Model

The assessment of the reflective measurement model demonstrates that all indicators across the three latent constructs: AI Driven HRM (X), DEI Model (Z), and Multigenerational Employee Well Being (Y): exhibit outer loadings well above the recommended threshold of 0.70. This confirms that each indicator provides a strong representation of its respective construct. For the AI Driven HRM (X) construct, the indicators display loadings ranging approximately from 0.824 to 0.856, suggesting a consistently high level of convergence. These results indicate that respondents perceived the dimensions of AI assisted recruitment, performance appraisal, learning and development, decision-making, and fairness as highly reflective of the underlying construct. Such strong loadings signify that the construct is measured reliably across its multidimensional components.

The DEI Model (Z) also demonstrates excellent measurement quality, with

indicator loadings ranging from 0.812 to 0.862. These values reflect strong associations between the observed items and the latent variable, confirming that respondents consistently recognized organizational practices related to diversity, equity, and inclusion. The high loadings provide solid evidence of convergent validity within this construct. Similarly, the indicators measuring Multigenerational Employee Well Being (Y) show loadings between 0.755 and 0.819, all of which meet the recommended reliability standards. Although slightly more varied than the loadings of the other constructs, these values still indicate that the indicators effectively capture perceptions of psychological, social, professional, and generational well being in the workplace.

Collectively, the outer loading results confirm that the model satisfies the criteria for convergent validity, and all indicators contribute meaningfully to their corresponding constructs. Additionally,

the outcomes of the tests for convergent validity and reliability are presented in Table 5. The outer loadings and Average Variance Extracted (AVE) values indicate convergent validity, while the Cronbach's

alpha and composite reliability measures indicate reliability. Elaborately, the test results are presented in the subsequent table:

The reliability results in Table 5 indi-

Table 5. Validity and Reliability Test

Variables	Cronbach Alpha	Rho_A	Composite Reliability	AVE
AI-Driven HRM	0.951	0.952	0.958	0.695
Multigenerational Employee Well-Being	0.930	0.934	0.941	0.614
DEI Model	0.946	0.948	0.954	0.698

Source: Processed Data (2026)

cate that all constructs demonstrate excellent internal consistency, with Cronbach's Alpha values ranging from 0.930 to 0.951, well above the recommended 0.70 threshold. Similarly, rho_A values (0.934–0.952) and Composite Reliability values (0.941–0.958) further confirm that the indicators consistently measure their respective constructs. In addition, all AVE values (0.614–0.698) exceed the 0.50 criterion, establishing strong convergent validity, as

each construct explains more than half of the variance in its indicators. Overall, the measurement model meets all reliability and validity criteria, and all indicators are retained for structural model analysis. Furthermore, to assess discriminant validity and ensure that each construct in the model is empirically distinct, the Heterotrait–Monotrait ratio (HTMT) was examined, and the results are presented in Table 6.

Table 6. Heterotrait Monotrait Ratio (HTMT)

	HTMT
DEI Model (Z) → AI-Driven HRM (X)	0.287
Moderating Effect 1 → AI-Driven HRM (X)	0.099
Moderating Effect 1 → DEI Model (Z)	0.044
Multigenerational Well-Being (Y) → AI-Driven HRM (X)	0.451
Multigenerational Well-Being (Y) → DEI Model (Z)	0.355
Multigenerational Well-Being (Y) → Moderating Effect 1	0.152

Source: Processed Data (2026)

The discriminant validity of the model was evaluated using the Heterotrait–Monotrait ratio (HTMT). The HTMT results indicate that all values were below the conservative threshold of 0.85. This finding provides evidence that the constructs are empirically distinct from one another and therefore demonstrates adequate discriminant validity. Following (Henseler et al., 2015), the HTMT criterion below 0.85 supports the conclusion

that the constructs do not exhibit problematic conceptual overlap.

The HTMT value between Multigenerational Well Being and AI Driven HRM (0.451) reflects a moderate yet acceptable association, suggesting that the two constructs are related but not conceptually redundant. Likewise, the HTMT coefficients between Multigenerational Well Being and the DEI Model (0.355), as well as between the DEI Model and AI

Driven HRM (0.287), remain sufficiently low, demonstrating clear separation among the core constructs of the model.

Furthermore, the interaction variable, Moderating Effect 1, shows very low HTMT values with its parent constructs: 0.099 with AI Driven HRM and 0.044 with the DEI Model indicating that the moderation term does not overlap with the original predictors. Its association with Multigenerational Well Being is also minimal (0.152), further supporting its distinctiveness. Overall, the HTMT results substantiate that the model satisfies the

discriminant validity requirements, and all constructs can be confidently retained for structural model analysis.

Inner Model Analysis

R square is used to evaluate the structural model in PLS by indicating how much variance in the endogenous variables can be explained by the exogenous variables. A higher R^2 value reflects stronger predictive capability of the research model. The R^2 values are presented in the Table 7 below:

Table 7. R Square Result

Variable	R ²	Adjusted R ²
Multigenerational Employee Well-Being	0.615	0.612

Source: Processed Data (2026)

The structural model demonstrates strong explanatory power, as indicated by an R^2 value of 0.615 for Multigenerational Employee Well Being, meaning that 61.5% of its variance is explained by the model's predictors. This level of explained variance reflects a moderate to substantial predictive accuracy in the context of social science research. The Adjusted R^2 of 0.612, which remains nearly identical to the original R^2 , further confirms that the model is not overfitted and that the inclu-

ded predictors contribute meaningfully to the outcome variable.

Hypotheses Testing

Hypothesis testing is carried out by examining the direct effects of the independent variables on the dependent variable. A hypothesis is supported when the T-statistic exceeds the critical T-table value or when the p-value is less than 0.05. The results of the hypothesis testing are presented in Table 8 below:

Table 8. Direct Effect Result

	Original Sample	Sample Mean	Standard Deviation	T Statistics	P Values	Conclusion
AI-Driven HRM (X) → Multigenerational Well-Being (Y)	0.383	0.386	0.043	8.943	0.000	H1 supported

Source: Processed Data (2026)

The path from AI Driven HRM to Multigenerational Employee Well Being is positive and statistically significant ($\beta = 0.383$, $t = 8.943$, $p < 0.001$). Therefore, the direct hypothesis-testing findings indicate that AI-driven HRM has a positive

and significant effect on multigenerational employee well-being (H1 supported). This result is consistent with recent empirical evidence showing that AI enabled HR practices (e.g., data driven training and development, performance appraisal,

and workload relief) improve employee engagement and, in turn, well being, while also exerting direct positive effects on well being (Gayathiri & Prabu, 2025; Mahade et al., 2025). Likewise, PLS SEM research on AI's role in HR digitalization within Industry 4.0 contexts finds significant positive links between AI practices and workforce outcomes aligned with well being improvements (Kumari et al., 2024). Broader reviews reinforce this directionality, noting that AI in HRM can enhance engagement and satisfaction when implemented transparently and ethically though they caution that fairness and privacy shape whether employees experience AI as supportive thereby situating our positive coefficient on the beneficial side of an otherwise nuanced landscape (Sadeghi, 2024; Benabou & Touhami, 2025; Sylejmani, 2026).

Complementarily, the well being literature outside the AI domain shows that supportive organizational systems

(e.g., work-life balance initiatives) elevate happiness and performance, especially for younger cohorts, which conceptually dovetails with the present finding that technology enabled HRM is associated with higher multigenerational well being (Susanto et al., 2022; Manafe & Moi, 2025). Overall, the magnitude and precision of the effect substantiate H1 and suggest that responsibly deployed AI Driven HRM can be positioned not only as an efficiency lever but also as a well being intervention for a multigenerational workforce (Sadeghi, 2024).

Moderating Analysis

In order to evaluate the presence of indirect pathways and potential moderation among the latent variables, an analysis of indirect effects and the moderating effect was conducted through a non parametric bootstrapping approach. The complete statistical estimates are presented in Table 9.

Table 9. Indirect Effect Result

	Original Sample	Sample Mean	Standard Deviation	T Statistics	P Values	Conclusion
AI-Driven HRM (X)						
→ Multigenerational Well-Being (Y)	0.383	0.386	0.043	8.943	0.000	
DEI Model (Z) →						
Multigenerational Well-Being (Y)	0.24	0.242	0.041	5.876	0.000	H2 Supported
Moderating Effect 1						
→ Multigenerational Well-Being (Y)	0.19	0.19	0.037	5.138	0.000	

Source: Processed Data (2026)

The hypothesis testing shows that the moderating effect ($\beta = 0.190$, $t=5.138$, $p<0.001$) with bootstrapping based inference supporting effect precision and robustness in line with recommended PLS SEM reporting. Therefore high DEI strengthens the positive influence of AI-driven HRM on multigenerational employee well-being (H2 supported). Substantively,

the direct effect of AI enabled HRM on well being converges with recent SEM/PLS findings that AI based HR practices (training, appraisal, workload relief) improve engagement and well being (Gayathiri & Prabu, 2025) and with Industry 4.0 evidence linking AI adoption in HR to better workforce outcomes (Sarita et al., 2024). While, the DEI model and Well

Being path is consistent with Indonesian evidence that supportive work contexts and Work Life Balance architectures raise satisfaction and performance mechanisms closely tied to well being (Waworuntu et al., 2022; Subarto & Solihin, 2025) and aligns with local empirical work connecting happiness at work with favorable HR outcomes (Sondakh et al., 2023).

The positive moderation suggests that DEI strengthens the well being returns of AI HRM, which accords with reviews emphasizing that ethical, transparent, and inclusive contexts condition whether AI is experienced as supportive (Benabou & Touhami, 2025) and resonates with Indo-

nesian literature on inclusive culture and HRM strategies for sustaining employee well being (Wahdiniawati et al., 2024).

Multi Group Analysis Across Generations

The PLS-MGA procedure was applied to compare the magnitude of path coefficients across Generation X, Generation Y, and Generation Z. Significant differences indicate that the effect of AI-driven HRM and DEI on employee well-being varies depending on generational interpretation. The comparison results are summarized in Table 10.

Table 10. Multi Group Analysis Across Generations (MGA)

Path Relationship	Gen X β	Gen Y β	Gen Z β	Diff (X-Y) p	Diff (X-Z) p	Diff (Y-Z) p	Conclusion
AI-Driven HRM $\rightarrow$ Employee Well-Being	0.21	0.34	0.52	0.041	0.002	0.038	Stronger in Gen Z
AI-Driven HRM $\rightarrow$ DEI	0.28	0.39	0.57	0.048	0.001	0.044	Stronger in Gen Z
DEI $\rightarrow$ Employee Well-Being	0.32	0.44	0.48	0.072	0.029	0.312	Stronger in Gen Z vs X
AI-Driven HRM $\times$ DEI $\rightarrow$ Employee Well-Being	0.09	0.18	0.36	0.063	0.004	0.021	Moderation strongest in Gen Z

Source: Processed Data (2026)

The multi-group analysis reveals significant generational differences in the relationship between AI-driven HRM and employee well-being. The direct effect increases progressively from Generation X ($\beta = 0.21$) to Generation Y ($\beta = 0.34$) and becomes strongest in Generation Z ($\beta = 0.52$). Pairwise comparisons confirm significant differences across cohorts ($p < 0.05$), supporting H3 that generational cohort functions as a boundary condition. A similar gradient pattern appears in the relationship between AI-driven HRM and DEI perception, where Generation Z shows the strongest effect ($\beta = 0.57$), followed by Generation Y ($\beta = 0.39$) and Generation X ($\beta = 0.28$), with significant intergenerational differences. This suggests that younger employees are more likely

to interpret AI-enabled HR practices as fair and inclusive. Although DEI positively influences well-being across all groups, the difference is significant primarily between Generation X and Generation Z ($p = 0.029$), indicating that inclusive climates provide stronger psychological reassurance for younger cohorts. Furthermore, the moderating effect of DEI is most pronounced in Generation Z ($\beta = 0.36$), significantly stronger than in Generation X ($\beta = 0.09$) and Generation Y ($\beta = 0.18$).

Overall, the findings demonstrate a consistent strengthening pattern from Generation X to Generation Z, indicating that the effectiveness of AI-driven HRM depends on generational differences in technological socialization and fairness perception. Therefore, H3 is supported.

Furthermore, DEI demonstrates a stronger impact on well-being among Generation Z compared to Generation X, suggesting younger workers are more sensitive to inclusive organizational climates. Most importantly, the moderating effect of DEI is significant only when comparing Generation Z with other generations, indicating that AI-based HR practices improve well-being primarily when supported by inclusive environments for younger employees. These findings confirm that generational cohort acts as a boundary condition in the AI-HRM–well-being relationship, where the psychological acceptance of AI technology increases in younger cohorts.

AI-Driven HRM and Multigenerational Employee Well-Being

The findings indicate that AI-Driven HRM has a positive, statistically significant, and practically meaningful effect on Multigenerational Employee Well-Being ($\beta = 0.383$; $p < 0.001$). Substantively, this implies that AI-enabled HR practices, including data-driven recruitment, objective performance appraisal, personalized learning and development, and decision-support systems are associated with higher levels of well-being across generational cohorts. This result is consistent with recent studies showing that AI integration improves transparency, efficiency, and employee experience in HR processes, which subsequently contributes to employee well-being and satisfaction (Taslim et al., 2025; Valtonen et al., 2025).

Theoretically, this result aligns with the resource and support perspective in HRM, which posits that organizational systems enhancing informational quality, procedural clarity, and perceived fairness contribute to employee well-being. When AI facilitates timely feedback, individualized development pathways, and consistent evaluation standards, employees are more likely to experience competence, autonomy, and organizational justice core antecedents of psychological and pro-

fessional well-being. AI can reduce bias, personalize employee experiences, and improve decision quality, thereby strengthening positive employee perceptions toward the organization (Căvescu & Popescu, 2025; Ubada-García et al., 2025). In this sense, AI functions not merely as a technological tool but as a socio-technical mechanism that improves the quality of HR exchanges and strengthens positive employee outcomes.

Prior studies indicate that AI-enabled HR practices improve employee engagement, attitudes, and well-being while supporting workforce sustainability and talent management across contexts (Khan et al., 2024; Ridwan et al., 2025). Consistently, Indonesian research shows that supportive HR systems enhance job satisfaction and workplace happiness, and this study extends those findings by demonstrating that AI-augmented HRM also promotes multigenerational well-being through improved employee experience and fairer decision-making processes (Rosari et al., 2025).

Although the literature acknowledges potential risks associated with AI implementation, such as privacy concerns, bias, and fairness perceptions, the positive coefficient observed in this study suggests that, in this sample, perceived benefits outweigh potential drawbacks. Notably, the effect holds across Generations X, Y, and Z, indicating that AI-driven HRM can create well-being value beyond digital-native cohorts when implemented transparently and ethically (Sadeghi, 2024; Taslim et al., 2025).

Generational Boundary Condition in AI-Driven HRM

The findings demonstrate that generational cohort functions as an important boundary condition in the relationship between AI-driven HRM and employee well-being. The multi-group analysis indicates a clear gradient effect: the structural relationships consistently strengthen from Generation X to Generation Y and be-

come most pronounced in Generation Z. This pattern suggests that the effectiveness of AI-based HR practices is not universal, but psychologically contingent upon employees' technological socialization. This finding aligns with technology acceptance research indicating that individuals exposed to digital environments from an early age tend to exhibit higher trust toward information systems (Mahade et al., 2025), while extending prior work by showing that the consequence is not merely adoption intention but employee well-being outcomes.

Younger employees, particularly Generation Z, tend to interpret AI-enabled HR practices as signals of organizational support rather than control mechanisms. Having grown up in digital environments, they are more likely to perceive algorithmic decision-making as objective, efficient, and fair (Khan et al., 2024; Moraes, 2024). Consequently, AI-driven HRM enhances their well-being because it reduces ambiguity, accelerates feedback cycles, and provides personalized work arrangements. In contrast, Generation X employees may still associate automated decision systems with surveillance and reduced autonomy, weakening the positive psychological impact on well-being. This supports research suggesting algorithmic management produces both empowerment and monitoring perceptions simultaneously (Meijerink & Bondarouk, 2023).

The findings also clarify the role of DEI as more than a contextual organizational value it operates as a psychological safety mechanism. The moderating effect becomes strongest among Generation Z, indicating that inclusive climates legitimize AI decisions. When employees perceive AI recommendations as embedded within a fair and respectful environment, algorithmic management is interpreted as supportive rather than threatening. Without DEI, AI risks being viewed as dehumanizing; with DEI, it becomes empowering. This result is consistent with organizational

justice theory, which posits that fairness perceptions determine acceptance of organizational procedures, and aligns with recent research on algorithmic fairness perceptions (Tambe et al., 2019; Úbeda-García et al., 2025).

From a self-determination perspective, AI practices improve well-being only when they satisfy psychological needs for autonomy, competence, and relatedness (Sylejmani, 2026). Therefore, AI-driven HRM should be conceptualized as a socio-technical system, where human perception determines whether digital management practices generate stress or psychological comfort (Karsim et al., 2025).

The Moderating Effect of Diversity, Equity, Inclusive Model

The significant interaction effect between AI-driven HRM and diversity, equity, and inclusion (DEI) provides an important explanation of the conditions under which AI-supported HR practices are more strongly associated with employee well-being. The results indicate that the positive relationship between AI-driven HRM and multigenerational employee well-being becomes stronger when employees perceive a higher level of DEI. Thus, the contribution of AI-driven HRM to employee well-being cannot be understood solely from the technological features of AI-based HR practices; it also depends on the organizational context in which these practices are implemented.

This finding is consistent with the central argument of Socio-Technical Systems Theory that technological systems should be considered together with the social and organizational conditions in which they operate. From this perspective, AI-driven HRM represents a technological component of the HR system, whereas DEI represents an important organizational context surrounding its implementation. The effectiveness of technology is therefore not necessarily determined by technology alone, but can depend on how

technological practices are embedded within organizational structures and social arrangements. This perspective provides a theoretical basis for understanding why the relationship between AI-driven HRM and employee well-being may become stronger under conditions of higher DEI.

The moderation finding can further be interpreted through Organizational Justice Theory. The use of AI in HRM introduces algorithmic processes into activities such as recruitment, performance evaluation, and decision-making, but the adoption of AI does not automatically guarantee that employees experience these processes as fair. Previous research has highlighted concerns regarding fairness, transparency, bias, and the treatment of employees when AI is used in organizational decision-making (Robert et al., 2020). More recent research similarly emphasizes organizational justice as an important perspective for understanding the implementation of AI-enabled HRM, particularly because employees may evaluate the fairness of outcomes, procedures, interpersonal treatment, and explanations surrounding AI-supported decisions (Bennett & Martin, 2026).

In this context, stronger DEI may provide an organizational environment in which AI-supported HR practices are accompanied by greater attention to equitable treatment, equal access, inclusion, and respect for employee differences. Consequently, the positive association between AI-driven HRM and employee well-being may be stronger when employees perceive that the broader organizational environment supports these principles. The present finding therefore suggests that DEI is not simply an additional organizational characteristic associated with employee well-being; rather, it functions as a contextual condition that changes the strength of the relationship between AI-driven HRM and employee well-being.

Self-Determination Theory provides an additional theoretical perspecti-

ve. The theory proposes that employees' well-being is supported when the work environment facilitates the satisfaction of three basic psychological needs: autonomy, competence, and relatedness (Khan et al., 2024). AI-driven HRM may provide technology supported opportunities for learning, performance management, information access, and work related decision making (Jabagi et al., 2025).

Stronger DEI may provide conditions that are more compatible with the positive experiences associated with AI-supported HR practices, while the specific psychological mechanisms through which this occurs remain open for future empirical investigation. The moderation result provides a more specific theoretical contribution than simply demonstrating that AI-driven HRM and DEI are positively associated with employee well-being. Rather than proposing DEI as a psychological mechanism or legitimacy mechanism, the findings position DEI as a contextual moderator that helps explain under what organizational conditions AI-driven HRM is more strongly associated with employee well-being.

CONCLUSION AND RECOMMENDATION

This study examined the relationship between AI-driven human resource management (AI-driven HRM) and multigenerational employee well-being, with diversity, equity, and inclusion (DEI) as a moderating factor and generational cohort as a basis for comparison. The findings demonstrate that AI-driven HRM has a significant positive relationship with multigenerational employee well-being. This finding indicates that the implementation of AI-supported HR practices is associated with more positive employee well-being outcomes in the organizational context examined. In addition, the significant interaction effect between AI-driven HRM and DEI indicates that the relation-

ship between AI-driven HRM and employee well-being varies according to the level of DEI perceived by employees.

The Multi-Group Analysis further demonstrates differences in the strength of the structural relationships across Generation X, Generation Y, and Generation Z. The differences observed across generational groups indicate that the relationship between AI-driven HRM and employee well-being is not uniform across the three cohorts. However, these findings should be interpreted as differences in the strength of statistical relationships rather than as evidence of specific psychological mechanisms underlying generational differences. The study therefore provides empirical evidence of generational heterogeneity without assuming that such differences are caused by particular technological experiences, psychological processes, or work preferences that were not directly measured.

Theoretically, this study contributes to the digital HRM literature by bringing together Socio-Technical Systems Theory, Self-Determination Theory, and Organizational Justice Theory to provide a multidimensional perspective for understanding the relationship between AI-driven HRM and employee well-being. Rather than proposing a new theory, the study extends the application of these established theoretical perspectives by demonstrating that the relationship between AI-driven HRM and employee well-being is associated with the organizational context represented by DEI and differs across generational cohorts. Thus, the theoretical contribution lies in identifying DEI as a significant contextual moderator and generational cohort as an empirically relevant boundary condition of the relationships examined.

From a practical perspective, the findings suggest that organizations implementing AI-driven HRM should pay attention not only to the adoption of AI technologies but also to the broader organizational environment in which these

technologies are implemented. In particular, organizations may strengthen inclusive practices, ensure fair access to AI-supported HR processes, communicate the purpose and use of AI-based systems clearly, and periodically evaluate employee experiences across different generational groups. These recommendations are directly derived from the significant DEI moderation effect and the observed differences in structural relationships across generations, rather than from assumptions about specific psychological responses or preferences of particular age groups.

Future research is encouraged to employ longitudinal designs to examine the stability of the relationships among AI-driven HRM, DEI, and employee well-being over time. Further studies may also investigate additional explanatory variables, such as trust in AI, perceived organizational support, psychological safety, perceived fairness, and technology acceptance, to better understand the underlying mechanisms. Moreover, larger and more balanced multigenerational samples, as well as qualitative or mixed-method approaches, could provide deeper insights into generational differences. Comparative studies across industries, organizational sizes, and geographical contexts are also recommended to enhance the generalizability of the findings. Finally, future work should continue to adopt an evidence-based approach by focusing on employees' actual experiences with AI-supported HRM rather than relying solely on generational assumptions.

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