

Effects of Remote and Hybrid Working Using AI Tools in Human Resource Management on Employee Performance and Job Satisfaction in It Industries of Malaysia

Theshmah Janarthanan Nambiar

Doctor of Philosophy Faculty of Management Multimedia University, Malaysia

[https://doi.org/10.35609/gcbssproceeding.2025.1\(21\)](https://doi.org/10.35609/gcbssproceeding.2025.1(21))

ABSTRACT

The aim of this research was to examine the effect of remote and hybrid working using AI tools on employee performance and job satisfaction in IT industries of Malaysia. There were four independent variables which were work-life balance, digital communication satisfaction, organisational social support, and intrinsic motivation were being tested in this research via convenience sampling. These four independent variables had relationship with one dependent variable which is job satisfaction. This study examines the impact of developed work structures on employee performance and job satisfaction. As remote and hybrid work models gain traction, HR departments in IT industries have increasingly adopted AI tools to enhance workforce management, streamline communication, and improve productivity. The research explores how AI-driven platforms, such as automated performance evaluations, employee engagement software, and virtual collaboration tools, affect work efficiency, job satisfaction, and overall morale. Additionally, the study assesses the challenges and opportunities these tools present in remote and hybrid environments, focusing on their influence on organizational culture, employee relations, and well-being. The goal of this research is to compile and analyse existing knowledge and real-world examples of risks in hybrid work settings using AI tools. This information will be used to create an AI-based system that helps workers and employers identify, assess, and control these risks. To achieve this, we will examine current laws to determine how technology in human resource management can improve safety measures for remote workers.

JEL Codes: J24, O33, M54

Keywords: *Remote and hybrid working, AI, Work-life balance, Digital communication, Job satisfaction.*