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AI DRIVEN DECISION MAKING AND STRATEGIC GREEN HRM AS ENABLERS OF ORGANIZATIONAL AGILITY, EMPLOYEE AUTONOMY AND CROSS-CULTURAL REMOTE LEADERSHIP IN THE POST-PANDEMIC ERA

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ABSTRACT

The study explores how AI-generated decision-making and Strategic Green Human Resource Management (GHRM) can facilitate the agility of organizations, autonomy of their employees, and cross-cultural remote leadership in the post-pandemic world. The study explains how the three components (ethical, data-driven, and sustainability-oriented HR practices) can assist organizations in addressing uncertainty and dynamic working conditions. It is a quantitative research study based on the collection of information on 200 HR managers, line managers, and employees in medium and large organizations through a structured questionnaire. An explanatory and descriptive research design is utilized and regression analysis is done through SPSS to provide a relationship between Strategic GHRM practices and AI-enabled HR systems and organizational outcomes. The results have shown that Strategic Green HRM practices have a strong positive effect on organizational agility that is statistically significant and explains 41.2% variance. The findings also show that a combination of AI and Green HRM has a positive effect on employee autonomy, sustainability, and managerial performance, which provide valuable managerial and policy implications in the construction of resilient, adaptable, and future-oriented post-pandemic organizations.

KEYWORDS: AI-driven Decision-making, Strategic Green HRM, Organizational Agility, Employee Autonomy, Post-pandemic Era

1. INTRODUCTION

The post-pandemic has transformed the organizational structures, leadership styles and human resource management philosophies fundamentally. The sudden transition to remote and hybrid models of work, increased pace of digital transformation, and increased sensitivity to the sustainability of the environment and social sphere have forced organizations to reconsider the nature of decision-making and human capital management (de Príncipe, 2024). The term AI-driven decision making is a description of the application of technologies based on artificial intelligence, which may be machine learning, predictive analytics, or natural language processing, to support or automate managerial decisions. In the post-pandemic workplace, where uncertainty and complexity have become the new normal, AI can improve the quality of decisions due to its ability to process high amounts of data in real time and recognize patterns that a human mind cannot take into account. The AI systems allow agile organizations to predict the changes in the market, anticipate the number of people needed in the workforce, allocate resources in the most efficient way, and react promptly to the disruption (Bagheri, et al.,2024).

AI-driven workforces analytics enable HR leaders to find out gaps in skills, forecast employee turnover, and develop an adaptable talent development plan. These insights are critical in distributed team management in remote and hybrid working environments to create continuity in performance (Inaganti, et al.,2021). This information-driven agility does not only increase the efficiency of operations but also helps with strategic resilience, which is a significant necessity in the post-pandemic economy, with constant disruptions and global interdependencies (Spaniol, & Rowland, 2023).

Figure 1: Variance in Organizational Agility explained by Strategic Green HRM.

Source: (onlinelibrary.wiley.com)

Strategic Green HRM is also significant in the promotion of autonomy in employees, especially in the remote and hybrid work environments. Green HRM practices, including empowerment-oriented leadership, participative decision making, and sustainability-oriented job design, involve employees to assume ownership of their jobs and work proactively towards the objective of an organization (Bandal, & Nimje, 2023). Intrinsic motivation goes up when the employees feel that their job is aligned with larger values of the environment as well as social values, which induces increased engagement, creativity, and discretionary effort. A machine-based decision making also enhances the autonomy of the employees as the HR processes can be personalized and transparent. AI-based applications may facilitate self-organized planning, individualized learning paths, and real-time performance evaluation, eliminating the need to maintain oversight by managers (Steg, 2016).

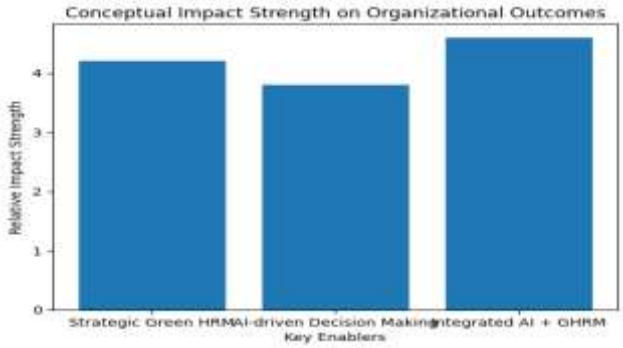

Figure 2: Conceptual Impact strength on Organizational Outcome.

Source: (www.researchgate.net)

The insights of AI may help leaders to comprehend the work of the team more deeply and evaluate the level of engagement and cultural peculiarities, providing a more thoughtful and humane approach to making decisions. Strategic Green HRM is a supplement of cross-cultural remote leadership in that it promotes inclusive and values-based leadership (Thu, & Diem, 2025). Green HRM efforts like cross-cultural training, ethical leadership development and global sustainability programs are aimed at training the leaders to have cultural intelligence and social awareness (Altassan, 2025).

Strategic Green HRM and AI-driven decision making can be used in such a manner that they are integrated to produce synergy in running post pandemic organizations. In order to be able to make agile decisions, AI needs an analytical ability and a fast response, and Green HRM can be used to make sure that the decisions made are based on ethical, sustainable, and human values (Rani, 2025). The interaction between AI and sustainability and the role of human agency should be further investigated in the future as it is dynamic and especially across different cultural backgrounds to gain more knowledge on how companies can succeed in an ever-digitized and sustainable environment (Pagliari, et al.,2022).

The aim of the study is to explore the impact of AI-motivated decision-making and Strategic Green HRM on facilitating organizational agility, autonomy among employees and efficient cross-cultural remote leadership in the post-pandemic world. Based on the shifting perspective of work, the digital transformation, and the increasing demands on sustainability, as outlined in the introduction the study aims at learning how organizations can act upon uncertainty by utilizing ethical, data-driven, and human-centered HR practices. The main value of the investigation is that it provides a conceptual and empirical framework that combines AI with Green HRM and thus adds a new direction to the current body of HRM literature by illustrating how the combination of efficiency in technologies and sustainability values can create resilient, agile, and inclusive organizations after the pandemic.

There are seven sections in the paper. The first part is introduction of the document. A literature review presented in section 2. Section 3 delineates the objectives of the investigation. Research Methodology is given under section 4. The hypothesis and results are presented in section 5 of the document. Section 6 presents a discussion of the outcomes. Section 7 presents conclusion. References have finally been included.

2. REVIEW OF LITERATURE

Peri, S. S. S. R. G., et al., (2025) explored the changing nature of the relationship between the productivity and remote work through the analysed empirical evidence of the recent research and reports in the industry. It examines the ways in which leaders in the HR can come up with strategic structures to enable them to create sustainable remote working conditions which are beneficial to the organization. The key themes are trusting based management, digital collaboration tools, work-life-integration and employee wellbeing. The study also finds the productivity enablers and inhibitors and notes that adaptable policies, inclusive leadership, and data-driven decision-making should be in place.

Naibaho, S. B., et al., (2025) studied the connection DHRM has with employee resilience with emphasis on the psychological influence of technology-people interaction. A 50-article systematic literature review (SLR) method of Scopus and Proquest articles was analyzed. The findings indicate that DHRM helps to make employees psychologically resilient through the enhancement of self-efficacy, psychological safety, and agility and the development of an emotional supportive digital workspace. The study recommends the application of interdisciplinary view whereby technology and psychology converge to create effective DHRM system in addition to addressing the psychological wellbeing of the workers.

Shaikh, M., et al., (2025) examined how HR analytics can be used as a strategic driver in green talent management (GTM) and sustainable HRM as a part of the wider Industry 4.0 environment. The study summarizes important findings on how HR analytics can be operational and strategic in supporting sustainable performance through a systematic and interpretive narrative review. The study demonstrates that HR analytics helps organizations to be more competitive, resilient, and create values in the long term and also to coordinate workforce strategies with sustainability requirements.

Mićić, L., & Zbiljić, S. M. (2025) investigated the role of digital workplace transformation in ensuring sustainability by studying its effect on the productivity of employees, collaboration, and optimization of the environmental resources. The study involves a mixed-method, which uses a systematic literature review and case studies of organisations that have been successful in their implementation of digital workplace strategies. The results indicate that digital workplace resources improve employee engagement, productivity, as well as help to sustain the environment by minimizing office-related energy use and commute-related emission.

Goyal, M. (2024) discussed the ways of businesses to ensure organizational resilience through the adoption of agile frameworks, the use of technology, and the culture of collaboration and innovation. The study was based on a descriptive research design that utilizes the secondary data to understand the problems that organizations encountered during and after the pandemic, the role of data-driven decision-making, and the role of stakeholder cooperation in promoting successful change management programs. The study findings are to give the understanding of how organizations not only recover but also flourish in a post-pandemic world and evolve into a responsible and sustainable growth.

Sachdeva, L., et al., (2024) examined the broad bibliometrics review of the COVID-19 and HRM research. It embodies a catholic conceptualization of conceptual underpinnings, research trends and developments and research focus in the HRM field. A total of 505 articles about HRM and COVID19 were collected in the Scopus database and analysed systematically using a two-tier method. The study notes the development of six research clusters, which included SHRM and competitive advantage, employer branding and employee engagement, crisis management and resilience, challenges, career shock and job demand resources and burnout.

Chong, Y. K., & Zainal, S. R. M. (2024) focused on how vitality of employees, digital literacy, and transformational leadership influence job performance and how employee agility mediates the results. This outcome of this study suggests that employee vitality, digital literacy, and transformational leadership have a positive effect on the job performance of Human Resources practitioners. Since the scope of this study is limited to the Human Resources practitioners in the manufacturing firms in north Malaysia, and that employee agility is the only mediating factor, it is advisable that future studies can widen its scope to include other positions inside a firm, other areas and other possible mediating constructs.

Mer, A., & Virdi, A. S. (2023) explored and puts forward a conceptual framework of the paradigm shift in HRM practices after the COVID-19 pandemic and the role of AI. The systematic literature review helped to critically analyse, synthesise and map the literature available in the field by revealing the general themes under consideration. The only economic disruption that created a paradigm shift in HRM practices is the COVID-19 related disruption. Remote and contingent workforce management, mindfulness, social capital, rising employee engagement, reskilling and up skilling to new competencies, etc. have become the new areas of focus of AI-enabled HRM practices.

According to the literature's review, there is evident gap in research in the combined study of AI-based decision making and Strategic Green Human Resource Management on one empirical framework, especially during the post-pandemic period. Although previous research has touched on the studies on the productivity of remote work, digital HRM, HR analytics, employee agility, and sustainability-oriented HR practices independently, the majority of them are conceptual, and few studies have empirically validated the connection between the mentioned dimensions. The current literature is also inclined to focus on the efficiency of the technologies or welfare of employees separately, and not on how AI and Green HRM interdependently affect organizational flexibility and autonomous working of employees.

3. RESEARCH OBJECTIVES

- To analyze the role of Strategic Green HRM practices in enabling organizational agility in post-pandemic organizations.
- To derive managerial and policy implications for leveraging AI and Green HRM to promote sustainable, agile, and autonomous post-pandemic workplaces.

3.1 Research Methodology

The study uses a quantitative research approach to test how Strategic Green HRM practices and AI-enabled HR and decision-support practices can influence the outcomes of the organization. The targeted population is the HR managers, line managers, and employees of the medium and large organizations that have embraced Strategic Green HRM practices and digital or AI-powered HR systems in the post-pandemic period. The research design adopted is descriptive and explanatory and purposive sampling methods are applied to sample respondents. The sample size used is between 200 respondents which are collected using both primary and secondary sources. A questionnaire in the form of a structured questionnaire is used as the research instrument. The independent variables are Strategic Green HRM practices and AI-enabled HR and decision-support practices whereas organizational agility, employee autonomy, and sustainable workplace outcomes are the dependent variables. Analysis of data is done using M.S. word and SPSS in which statistics like mean, standard deviation and regression analysis are used.

4. RESULTS

H1: Strategic Green HRM practices play a significant

role in enabling organizational agility in post-pandemic organizations.

Table 1: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.642	0.412	0.409	0.44

According to the Model Summary table, Strategic Green HRM practices and organizational agility have a strong positive relationship in post-pandemic organizations (R = 0.642). The R Square of 0.412 shows that the Strategic Green HRM practices explain the variance in organizational agility at 41.2 percent, so it is significant in improving the responsiveness and adjustment of an organization to the post-pandemic challenges. The value of Adjusted R Square (0.409) demonstrates the strength and validity of the model since it is very close to the value of R Square. Also, the standard error of the estimate (0.44) indicates that a reasonable amount of predictive accuracy was achieved. On the whole, the results show that Strategic Green HRM activities play an important role in facilitating organizational agility, thus addressing the above research objective.

Table 2: ANOVA.

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	39.28	1	39.28	202.14	0.000
Residual	56.02	198	0.28		
Total	95.30	199			

According to the ANOVA table, the regression model that considers the effect of Strategic Green HRM practices on organizational agility is statistically significant, as the F value is high of 202.14 with a significance level of 0.000 ($p < 0.001$). This finding supports the fact that Strategic Green HRM practices strongly forecast organizational agility in organizations of the post-pandemic period and that the observed correlation was not caused by chance alone. The comparison of regression sum of squares (39.28) with the residual sum of squares (56.02) further shows that the Strategic Green HRM practices can explain a large percentage of variation on organizational agility. On the whole, the findings of ANOVA confirm the appropriateness of the regression model and the purpose of the research to investigate the role of Strategic Green HRM practices to facilitate organizational agility.

Table 3: Coefficients.

Model	Unstandardized B	Std. Error	Standardized Beta	t	Sig.
(Constant)	1.21	0.18	—	6.72	0.000
Strategic Green HRM Practices	0.69	0.05	0.642	14.22	0.000

According to the coefficients table, Strategic Green HRM practices are a strong and statistically significant positive factor in the organizational agility of the post-pandemic organization. The coefficient that is not standardized (B = 0.69) defines that one-unit increase in Strategic Green HRM practices results in 0.69 increase in the organizational agility. The beta value (b = 0.642) is standardized, which indicates a significant effect size, and it proves that Strategic Green HRM practices are one of the essential predictors of organizational agility. The statistical significance of this relationship is also supported by the t-value of 14.22 and significance level of 0.000 ($p < 0.001$). Also, the constant term cannot be overlooked which shows that there is a valid base level of organizational agility. Altogether, these findings give solid empirical evidence to the fact that Strategic Green HRM practices can be deemed of utmost importance in facilitating organizational agility in the post-pandemic organizational environment.

H2: The integration of Strategic Green HRM practices and AI-enabled HR systems has significant managerial and policy implications for promoting sustainable, agile, and autonomous workplaces in the post-pandemic context.

The results suggest that the strategic combination of the AI and the GHRM practices has a great impact on the development of the sustainable and resilient post-pandemic workplaces. Companies that persistently address AI-enabled HR solutions like data-driven hiring, performance analytics, and digital learning tools exhibit a high level of operational efficiency and at the same time trim down their environmental footprint by going paperless and using resources optimally (Ahmed, & Akaak, 2024). These results imply that AI is a decisive facilitator to enrich HR activities with the goal of promoting long-term environmental and organizational outcomes. On a managerial scope, the results indicate that AI-based Green HRM practices increase agility and autonomy of the workforce (Mahade, et al.,2025). By enabling their managers to use AI tools to facilitate work flexibility, individualized training, and real-time decision-making, employees will have the power to work more independently and flexibly in unpredictable post-pandemic conditions. The findings point to the fact that autonomy is not only a technological achievement but also a managerial skill empowered by the ability to ensure that AI implementation is supported by green principles, employee health, and ongoing knowledge improvement (Olazo, & Evaristo, 2025).

On the policy level, the findings indicate that

supportive frameworks should be developed, which would promote ethical AI use and sustainable HR practices. It is recommended that policy makers should promote policies and incentives to support green digital infrastructure investments, and investments in AI skills and environmentally friendly workplace policies. These measures can assist organizations to be in a position to strike a balance between technological development and social and environmental responsibility. On the whole, the results indicate that a combination of managerial efforts and policy implications can play a crucial role in the exploitation of AI and Green HRM as complementary tools to develop a sustainable, agile, and autonomous workplace in the post-pandemic era (Sakka, et al.,2022).

5. DISCUSSION

The empirical findings are highly persuasive that the Strategic Green HRM practices are very effective in making organizations agile in the post-pandemic organizations, as shown by the strong regression findings (R = 0.642; R2 = 0.412). To put it differently, a considerable percentage of agility may be ascribed to the implementation of environmentally friendly and strategically oriented HR. This result is consistent with previous research, where sustainability-focused HR systems are stressed as important predictors of adaptive and resilient firms (Wiyono, D., et al.,2025). Besides, the statistically significant F-value and high standardized beta coefficient, confirm that Green HRM is not a hollow or a compliance-based program but a strategic competence that allows organizations to be proactive in dealing with uncertainty and disruption (Sultana, S. 2025). Moreover (Al-Romeedy, B. S., & Alharethi, T. 2024), the findings indicate that the green-oriented policies ingrained in the recruitment, training, and the performance management processes are linked to the flexibility of the work structure and resource optimization, which are critical in agility against volatile settings.

Moreover, the findings connected to the incorporation of Strategic Green HRM and AI-assisted HR systems draw critical managerial and policy implications of creating sustainable, autonomous, and agile workplace. This finding is consistent with the existing studies that propose that AI-based HRM enhances the agility of the workforce, their resilience, and self-efficacy in the context of human-centric and ethical values Khalid, M. A., et al., (2025). Moreover, the fact that the focus on employee autonomy in the results is observed confirms the idea that the technology that is managed through green and ethical HR principles shifts the surveillance-based systems of managerial control to the trust-based and empowerment-based models (Alsetoohy, O., et al.,2022). The policy implications of these findings are that (Gautam, T. P., & Mishra, A. K. 2025) think that regulatory framework should encourage ethical use of AI in addition to sustainability objectives. Thus, it can be emphasized that the synergistic combination of AI and Strategic Green HRM is a key to not only improving the performance of the organization but also guaranteeing social, environmental, and people-oriented social, environmental, and human-centered outcomes in post-pandemic workplaces.

6. CONCLUSION

In conclusion, the study proves that the strategic combination of the Green Human Resource Management practices and AI-based decision-making is the key to the creation of agile, sustainable, and people-driven organization in the post-pandemic period. The empirical results support the fact that Strategic Green HRM can be used to sharpen the agility of the organization to a great extent and make the firm proactive in reacting to the uncertainty and integrating both environmental and social responsibility into the key HR activities. Also, the supplementary application of the AI-based HR systems reinforces managerial efficiency by assisting the data-driven decision-making, individualized employee development, and adaptable work arrangements that lead to autonomy and trust, especially via remote and cross-cultural work. AI and Green HRM make a synergistic structure that balances efficiency to sustainability, innovation to global connectivity, and humanity well-being. These lessons highlight the value of ensuring that technological progress and green and human-oriented values align with each other and present valuable insights to managers and policymakers to create resilient, accountable, and work environments of the future in an ever-digitized post-pandemic society.

This study corresponds to meaningful managerial and policy implications because it shows that the combination of AI-based HR systems with Strategic Green HRM practices can significantly accelerate the organizational agility level, the freedom of employees, and the sustainability of workplace results in the post-pandemic setting. In spite of these contributions, the study has some limitations based on quantitative research design, purposive sampling method, and sample size of medium and large organizations, which might limit the extrapolations

of the results on sectors and regions. Future studies can be used to fill these gaps by using longitudinal and mixed-method studies, increasing the sample sizes by industries and cultures, and discussing further ethical, psychological, and cultural aspects of AI and Green HRM integration in dynamic workplaces.

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