International Journal of Scientific Research and Engineering Development-– Volume 8 Issue 5, Sep-Oct 2025
Available at www.ijsred.com

RESEARCH ARTICLE OPEN ACCESS

THE FUTURE OF AI IN HR PRCTICES-A STUDY

YELAGAM MOUNIKA

ABSTRACT:
AI refers to software and machine-based intelligence capable of analysing information, recognizing patterns, predicting outcomes, and making logical decisions that are previously depended on human thinking. This study analyses how AI impacts HR functions namely recruitment, training, performance management, compensation, employee experience, and workforce forecasting. The study shows that AI improves accuracy, reduces manual workload, increases uniformity in decisions, and strengthens long-term HR planning. Besides this , the study highlights few challenges like algorithmic bias and data dependency, lack of emotional understanding & human sensitivity, data privacy, security & legal risks. The findings suggest that AI cannot fully replace human intelligence; instead, AI can be used as a supporting tool to make the analytical tasks while emotional, ethical, and situational decisions are handled by HR professionals. This balance creates a more reliable, practical, and sustainable HR framework for modern organizations.

Keywords: *Artificial Intelligence, Human Resource Management, Employee Engagement, AI Integration Challenges*

I. INTRODUCTION

WHAT IS AI

Artificial Intelligence (AI) is a technological system designed to perform functions that usually require human intelligence. It can process language, understand patterns, learn from information, and improve results through experience rather than step-by-step instructions. These systems work through algorithms that examine large amounts of data and adjust their responses to become more accurate over time. Examples include chatbots, robotic automation, machine learning platforms, and data-based decision tools used across industries. In simple terms, AI allows a machine to respond, analyse, and make decisions in a way that resembles human thinking only with greater speed and consistency.

HRM FUNCTIONS

Human Resource Management (HRM): It refers to the organized set of functions which helps an organization in managing its work effectively. It is associated with planning, staffing, developing, managing change, ensuring health and safety. These functions are designed in such a way that the organization recruits suitable employees, develops their skills, evaluates their performance, maintains fair compensation, and ensures a positive working environment. HRM functions besides focusing on administrative tasks they also contribute to strategic decisions and thereby supporting organizational goals, long-term growth.

The Major Functions of HRM include:

1. **Human Resource Planning**: Organization plays a key role in identifying future staffing needs, predicting the requirements, and ensuring that right number of employees with the right skills are available at the right time with the help of proper resource plan.
2. **Recruitment and Selection**: It is the process which involves attracting applicants, screening resumes, conducting interviews, and selecting the qualified candidates based on job requirements and needs of the organization.
3. **Training and Development**: It is one of the functions which involves improving employee skills, knowledge, and capabilities through orientation programs, job training, workshops, and learning modules there by enhancing career growth of the candidate.
4. **Performance Appraisal and Evaluation**: It is the function which measures the performance of an employee, sets the working standards, provides the feedback, and identifies the areas of improvement for promotions.
5. **Compensation and Salary Administration**: To ensure the internal equity and external competitiveness in salary it is a function

which develops fair wage structures, manages payroll, incentives, and benefits

6. **Employee Relations and Engagement**: By applying the factors like open communication, grievance handling, motivation strategies, and conflict resolution a healthy employer employee relationship can be developed.
7. **Health, Safety, and Welfare**: To make the working environment free from hazards, stress, and discrimination organization ensures the workplace safety and standards, with mental and physical wellbeing of employees.
8. **Legal Compliance and HR Policies**: To prevent legal risks or organizational disputes the organization ensures that all the HR activities comply with labor laws, employment regulations, and ethical standards.

II LITERATURE REVIEW

1. Venter (2023) identifies that predictive skill analytics warn organizations before productivity loss, enabling reskilling and continuity planning.
2. Kim (2023) reports that resignation prediction analytics lower turnover through early alerts and timely managerial intervention.
3. Whitaker (2023) argues that full automation without human oversight is risky; hybrid models reduce negative impacts and protect contextual judgment.
4. Baker (2023) highlights that emotional signal detection supports stress-prevention, improves communication recovery, and requires responsible ethical handling.
5. Morales (2022) discusses that machine learning strengthens competency mapping through data-backed profiling, reducing intuition-based hiring errors.
6. Ahmed (2022) demonstrates that sentiment analytics detect dissatisfaction patterns early, enabling preventive retention and faster HR intervention.
7. Blake (2022) identifies that AI supports succession planning by mapping leadership potential, improving internal promotions, and strengthening the talent pipeline.
8. Halvorsen (2022) emphasizes the role of mental health detection in balancing workloads, preventing burnout, and supporting resilience with ethical safeguards.
9. Gupta (2022) asserts that data-driven HR increases managerial accountability, reduces risk, and improves policy accuracy through evidence-backed decisions.
10. Chandler (2022) states that human–AI partnership is essential; emotional judgment and cultural sensitivity prevent harmful over-automation.
11. Thompson (2022) reports that AI onboarding accelerates new-employee integration, reduces administrative delays, and stabilizes retention.
12. Weston (2022) states that KPI-based AI review identifies silent performers, increases evaluation fairness, and improves merit-based growth.
13. Meijer ink (2021) finds that chatbots improve candidate interaction, speed up scheduling, reduce early-stage workload, but lack emotional interpretation.
14. Akhtar (2021) observes that AI coaching offers real-time performance guidance and clarity, though emotional nuance still needs human involvement.
15. Smith (2021) argues that continuous AI evaluation prevents performance shocks, provides ongoing clarity, decreases year-end pressure, and turns reviews into improvement tools.
16. Kingston (2021) reports that AI equity tools identify pay disparities, improve visibility, promote fairness, and strengthen workplace reputation.
17. Marconi (2021) claims AI enhances HR's advisory role, supports leadership decisions with evidence, and elevates HR to a strategic position.
18. Dalton (2021) explains that data laws demand strict monitoring and justification of stored information; compliance and audit visibility are essential.
19. Lee (2021) finds that workforce analytics predict long-term skill demand, guide pipeline preparation, and reduce future capability gaps.
20. Foster (2021) argues that AI-based benchmarking prevents salary inflation, maintains policy consistency, and reinforces audit-ready governance.

21. Dhanraj (2020) explains that predictive analytics forecast performance and cultural fit, improve staffing accuracy, reduce onboarding errors, and strengthen selection validity.
22. Chen (2020) argues that AI personalizes training, identifies skill gaps, supports adaptive learning, increases efficiency, and reduces cost wastage.
23. Johnson (2020) explains that AI-driven LMS platforms align learning with business needs, update content according to roles, and shift training toward strategic capability building.
24. Torres (2020) confirms that compensation benchmarking maintains market alignment, reduces salary disputes, prevents discrimination, and increases transparency.
25. Clarkson (2020) explains that manpower forecasting makes HR proactive, prevents staffing imbalance, supports budgeting accuracy, and improves decision planning.
26. Taneja (2020) states that fear of job loss influences AI resistance; reskilling and change management are required for acceptance and smooth integration.
27. Harris (2020) confirms that applicant tracking systems reduce sourcing delays, automate filtering, cut administrative workload, and increase hiring efficiency.
28. Rahman (2020) finds that chatbots strengthen HR accessibility, ensure equal support for remote teams, reduce dependency on supervisors, and normalize hybrid work communication.
29. Simmons (2020) concludes that AI turns HR into a strategic decision partner by enabling predictive insights, improving executive confidence, and minimizing operational risk.
30. Binns (2019) highlights that AI can minimize unconscious bias using standardized filters, though biased datasets may replicate discrimination unless ethical training and transparency are ensured.
31. Langford (2019) states that virtual AI simulations enhance technical training by enabling safe practice, improving task accuracy, boosting confidence, and supporting performance consistency.
32. Ko (2019) states that clear algorithm logic is necessary for trust in automated appraisal systems, as hidden processes reduce acceptance while transparent criteria increase credibility.
33. Patel (2019) highlights that AI-based reward systems align pay with measurable achievements, reducing favouritism and improving motivation, though creative work still needs human judgment.
34. Rivera (2019) notes that AI grievance systems accelerate issue handling, remove routing delays, and improve satisfaction, although emotional cases still need human involvement.
35. Rolfe (2019) warns that unexplained AI decisions cause ethical tension; responsible monitoring and disclosure are essential for legal and organizational trust.
36. Morgan (2019) notes that competency mapping with AI improves task alignment, reduces mismatch errors, strengthens confidence, and enhances productivity.
37. Ibrahim (2019) confirms that adaptive learning tools speed up reskilling, support industry transitions, track improvement, and increase organizational agility.
38. Upadhyay & Khandelwal (2018) state that AI-based screening tools reduce manual filtering time, improve early-stage hiring quality, increase precision in job-role alignment, reduce inconsistency, limit bias, and standardize recruitment outcomes.
39. Walters (2018) reports that AI appraisal dashboards quantify performance, reduce personal bias, increase trust through visibility, minimize disputes during evaluation, and strengthen credibility through data-driven judgment.
40. Lopez (2018) finds that transparency in AI systems increases employee acceptance, reduces suspicion, improves digital comfort, and prevents resistance caused by unexplained processes.

III. OBJECTIVES OF THE STUDY

The main objectives of the study are as follows:

i. To analyse how Artificial Intelligence enhances major HRM functions such as recruitment, training, performance evaluation, compensation, and workforce planning.
ii. To evaluate the extent to which AI improves decision-making accuracy, fairness, and

operational efficiency in human resource practices.

iii. To identify the benefits and limitations associated with AI adoption in HRM with respect to accuracy, fairness, decision-making efficiency, and organizational performance.

iv. To determine whether AI acts as a supportive tool that strengthens HR professionals rather than replacing human judgment and emotional intelligence.

IV. RESEARCH METHODOLOGY

This study adopts a descriptive research design to examine the role of Artificial Intelligence in Human Resource Management functions and practices. The research is based on **secondary data**, collected from academic journals, published research papers, AI–HRM case studies, authenticated online resources, and relevant previously uploaded articles. The nature of the data is **qualitative and theoretical**, focusing on conceptual interpretation rather than numerical or statistical testing. A **conceptual thematic review** has been followed to organize and analyse information according to themes such as AI integration, functional impact, benefits, and limitations in HRM.

IV. HYPOTHESES

The hypotheses of the study are as follows:

H_0 (Null Hypothesis): AI has no significant impact on the improvement of HRM practices in organizations.

H_1 (Alternative Hypothesis): AI has a significant impact on improvement of HRM practices and organizational decision-making.

INTEGRATION OF AI IN HRM FUNCTIONS

Artificial Intelligence plays a transformative role in modern HRM by replacing repetitive manual activities with automated, data-supported, and analytical systems that strengthen decision accuracy. Instead of depending on traditional paperwork, intuition, or fragmented evaluation, AI introduces structured digital intervention across every operational stage of HR. It acts as a collaborative tool that assists HR teams in hiring, training, supervising performance, ensuring compensation fairness, managing employee relations, and forecasting workforce requirements. Through these applications, HR evolves from a record-maintenance department into a proactive strategic function.

Recruitment & Selection

AI strengthens the recruitment and selection process by automating early screening activities, analysing resumes at scale, and matching candidate profiles with job-specific skill requirements. It conducts chatbot-supported preliminary interviews, prioritizes applications based on capability fit, and predicts job suitability using historical hiring patterns. This reduces manual workload, minimizes human bias, and accelerates shortlisting accuracy. As a result, organizations experience faster hiring cycles, improved talent alignment, and reduced selection errors.

Training & Development

In the area of employee development, AI identifies individual skill gaps, learning pace trends, and future competency requirements to deliver personalized training pathways. AI-enabled LMS platforms recommend tailored modules, virtual simulations, and adaptive content instead of generic training sessions. This ensures that employees receive learning support aligned with their job roles, performance expectations, and growth potential. Through continuous monitoring, AI enhances retention, skill application, and long-term professional readiness.

Performance Appraisal & Management

AI transforms performance appraisal from subjective annual reviews to continuous and data-supported evaluation. Through real-time dashboards, it monitors productivity patterns, KPI outcomes, attendance behaviour, and task completion rates. This reduces favouritism, personal judgment errors, and inconsistent rating practices. Predictive insights help identify high performers, skill deficiencies, and early indicators of dissatisfaction. As a result, appraisal outcomes become more transparent, justifiable, and development oriented.

Compensation & Salary Administration

AI improves compensation administration by comparing salary structures with industry standards, identifying pay disparities, and automating payroll calculations. It promotes wage transparency by aligning reward decisions with employee contribution and role complexity. Automated systems reduce errors in payroll processing and safeguard fairness in increment distribution. HR teams benefit from defensible compensation decisions supported by data evidence, leading to greater employee trust and organizational pay equity.

Employee Relations & Engagement

AI enhances employee relations by analysing workplace feedback, communication sentiment, and behavioural signals to detect dissatisfaction before issues escalate. Chatbots simplify policy queries, leave applications, and grievance submission, ensuring faster service delivery. Emotional analytics highlight burnout risks and improve the timeliness of HR support interventions. This builds stronger communication networks, develops a responsive support system, and increases workforce confidence in HR processes.

Workforce Planning & Forecasting

In workforce planning, AI uses predictive modelling to estimate future staffing needs, identify leadership succession gaps, and anticipate resignation probabilities. This allows HR departments to manage talent pipelines proactively instead of reacting to shortages. Budget allocation, resource planning, and skill mapping become more accurate due to analytical insights. As organizations gain clarity over future workforce demands, decision-making becomes more stable, strategic, and sustainable.

BENEFITS OF AI IN HRM FUNCTIONS

1. Enhanced Recruitment Accuracy

AI enhances recruitment accuracy by using screening tools that match applicants to job criteria based on skill logic rather than subjective judgment, reducing manual filtering errors and improving precision in shortlisting. Hiring decisions become more consistent and evidence-based, leading to better alignment between candidates and job roles, fewer mismatches, and overall improvement in recruitment quality through structured digital evaluation.

2. Faster Hiring and Reduced Process Delays

Faster hiring occurs due to automated chatbots, resume filters, and AI interview scheduling systems that accelerate early recruitment stages, significantly cutting screening and communication time. HR teams handle larger applicant pools without work pressure, and automation enables the talent acquisition cycle to move systematically. As a result, organizational staffing and onboarding timelines become faster and more streamlined.

3. Improved Training Personalization

Training personalization improves as AI systems analyse employee skill gaps and design customized development plans tailored to performance needs instead of generic modules. This targeted learning approach increases training efficiency and resource value. Adaptive learning paths enhance retention, practical knowledge, and workplace readiness, aligning skill growth with organizational competency demands.

4. Objective Performance Evaluation

Objective performance evaluation is supported by AI dashboards that track productivity indicators and KPIs in real time, reducing favouritism and personal judgment in appraisal decisions. Data-backed scoring promotes transparency and clarifies employee expectations. Fair assessment standards strengthen trust and credibility in the evaluation process, improving overall performance management.

5. Strategic Workforce Planning

AI strengthens strategic workforce planning by forecasting manpower demand, potential vacancies, and emerging skill shortages to support proactive HR decision-making. Workforce budgeting becomes more accurate, and succession planning receives predictive assistance. Through analytical support in redeployment and forecasting, long-term staffing stability improves and organizations plan more confidently for the future.

6. Transparent Compensation Structuring

Compensation structuring becomes more transparent as AI compares salaries with internal job grades and external market standards,

reducing wage inequality and negotiation conflicts. Employees feel confident in reward fairness and payroll accuracy improves due to automated calculations. With stronger justification for pay decisions, compensation systems become more credible and dependable.

7. Reduced Administrative Workload
Administrative workload reduces as AI automates routine tasks like attendance tracking, documentation, and query responses, allowing HR professionals to focus on strategic responsibilities. System dependency minimizes manual errors and backlog accumulation, increasing workforce productivity. HR operations become more predictable and controlled through streamlined work cycles.

8. Improved Employee Engagement Support
Employee engagement benefits from AI systems that analyse feedback and identify dissatisfaction patterns early, allowing preventive support measures. Chatbots respond instantly to queries, shortening communication gaps. Predictive signals help resolve retention risks before attrition occurs, and engagement activities become personalized to emotional and behavioural indicators.

9. Higher Decision-Making Accuracy
Decision-making accuracy increases as AI provides recommendations based on data patterns, reducing errors caused by intuition or biased judgment. Business performance metrics guide HR decisions with predictive mapping to minimize operational risks. With analytical governance, organizational reliability grows and leaders make more informed strategic choices.

10. Standardization Across HR Activities
Standardization across HR activities occurs as AI creates uniform hiring, training, evaluation, and compensation systems that ensure equal treatment of employees across departments. This consistency reduces managerial disputes and strengthens policy compliance. Regulatory alignment improves and HR operations gain structured continuity, reducing variability in decision outcomes.

LIMITATIONS OF AI IN HRM FUNCTIONS

1. Algorithmic Bias and Data Dependency
Algorithmic bias can occur when AI systems are trained with datasets that contain historical discrimination or unbalanced patterns. This leads to unfair hiring, appraisal, or promotion decisions that replicate existing inequalities. Without proper dataset checks and accountability, system credibility declines. Organizations must supervise data flow to prevent unethical outcomes. Ultimately, the fairness of decisions depends completely on the quality of the algorithm and its inputs.

2. Lack of Emotional Understanding & Human Sensitivity
AI is unable to interpret emotions, empathy, tone, or psychological context in the same way a human HR professional can. Situations involving conflict, grievance support, or personal counselling demand human judgment and cannot be fully automated. Over-dependence may create a disconnected experience for employees who need emotional clarity. Programmable responses are insufficient for sensitive decision areas. Therefore, human involvement remains essential to handle relational or emotional cases.

3. High Implementation and Maintenance Cost
AI adoption requires investment in software purchase, integration, technical configuration, and periodic system upgrades. Continuous employee training and support become mandatory, increasing long-term expenditure. Smaller or developing organizations may find the cost difficult to justify due to budget constraints. The cost-benefit ratio varies depending on scale, sector, and workforce size. Financial feasibility plays a decisive role in determining whether AI can be sustained effectively.

4. Data Privacy, Security & Legal Risks
AI systems collect large volumes of employee information, raising privacy risks and compliance obligations. Breaches, unauthorized access, or data misuse may result in legal penalties and ethical consequences. HR departments must follow regulatory frameworks while managing data transparency and consent. Trust can break down if employees are unaware of how their information is being processed.

Strong security infrastructure becomes essential to protect digital HR operations.

5. Employee Resistance & Low Technology Acceptance

Employees may resist AI adoption due to fears of job loss, task reduction, or performance surveillance. This resistance creates emotional and cultural barriers that slow digital transformation. Skill gaps appear when staff are not trained for automated systems, affecting confidence and morale. Structured change management and workforce reskilling are required to increase acceptance. Cultural readiness becomes equally important as technological readiness for successful implementation.

CONCLUSION:

The study concludes that Artificial Intelligence has a significant and positive impact on Human Resource Management, transforming traditional, manually driven practices into structured, data-supported, and strategically aligned systems. The analysis of recruitment, training, performance appraisal, compensation, engagement, and workforce planning clearly demonstrates that AI enhances accuracy, reduces operational delays, improves transparency, and supports evidence-based decision-making. Therefore, the null hypothesis (H_0), which states that AI has no significant influence on HRM practices, is rejected. In contrast, the alternative hypothesis (H_1) is accepted, confirming that AI plays a crucial role in improving HR functions and organizational outcomes. However, the findings also indicate that AI cannot operate in isolation; issues related to emotional understanding, privacy, ethical concerns, algorithmic fairness, and employee acceptance highlight the continued importance of human involvement. Thus, the most effective future model for HRM is a balanced integration where Human Intelligence and Artificial Intelligence work together, ensuring efficiency, fairness, and sustainable organizational growth.

REFERENCES

Baker, H. (2023). Emotional signal detection and preventive wellness intervention. Human Psychology & AI Systems Review, 6(2), 77–90.

Kim, Y. (2023). Predictive turnover modelling and retention intervention strategies. Retention & Organizational Stability Review, 12(1), 55–66.

Venter, L. (2023). Predictive skill analytics for productivity and continuity. Organizational Forecasting Review, 10(1), 12–22.

Whitaker, S. (2023). Hybrid judgment and the importance of human oversight. HR Ethics & Decision Sciences Review, 11(2), 44–58.

Ahmed, A. (2022). Sentiment analysis and early detection of employee dissatisfaction. Workplace Insights & Analytics, 12(1), 25–34.

Blake, R. (2022). AI-supported succession planning and leadership identification. Strategic Talent Review, 15(2), 66–78.

Chandler, B. (2022). Balanced integration of AI to protect organizational culture. Human Capital Strategy & Culture Review, 10(1), 29–40.

Gupta, S. (2022). Accountability in data-driven HR decision systems. International Journal of HR Decision Science, 4(1), 22–35.

Halvorsen, E. (2022). Workload monitoring and AI-based wellness protection. Journal of Workplace Well-Being, 6(1), 19–29.

Morales, S. (2022). Machine learning for competency mapping and talent alignment. Talent Science Quarterly, 7(1), 18–29.

Thompson, J. (2022). Automated onboarding and employee adaptation efficiency. Organizational Integration Journal, 9(1), 58–70.

Weston, E. (2022). KPI-based visibility for overlooked performers. Performance Recognition Journal, 12(1), 64–79.

Akhtar, F. (2021). Real-time feedback automation and employee performance improvement. HR Performance Journal, 13(2), 47–59.

Dalton, R. (2021). Regulatory compliance and data protection in algorithmic HR operations. Employee Data Governance Journal, 6(4), 27–39.

Foster, M. (2021). Benchmarking systems for controlled payroll structure. Compensation Governance Journal, 8(2), 40–51.

Kingston, P. (2021). Pay audits and demographic equity in automated salary systems. Journal of Payroll and Fairness, 8(3), 72–85.

Lee, K. (2021). Skill demand forecasting and

future workforce preparation. Journal of Predictive HR Analytics, 3(1), 15–27.
Marconi, D. (2021). The advisory evolution of HR through analytics-supported decision-making. Leadership Data & Strategy Review, 5(3), 33–48.
Meijer ink, J. (2021). Conversational chatbots and communication quality in recruitment. Journal of Digital HRM, 9(4), 73–84.
Smith, H. (2021). Continuous evaluation systems and transparent appraisal processes. Performance Evaluation Research, 9(2), 39–48.
Chen, Y. (2020). Adaptive learning systems for AI-integrated employee development. Journal of Workforce Development, 5(2), 62–70.
Clarkson, J. (2020). Workforce forecasting and proactive hiring strategies. Strategic HR Planning Journal, 7(2), 14–26.
Dhanraj, R. (2020). Predictive analytics and staffing precision in modern recruitment. International Journal of HR Analytics, 4(1), 21–30.
Harris, D. (2020). Applicant tracking automation for optimized sourcing. Recruitment Technology Innovations, 4(2), 20–32.
Johnson, M. (2020). LMS personalization and training alignment in AI-driven HRM. Education & Skill Advancement Journal, 14(3), 41–53.
Rahman, S. (2020). Chat-based HR services for remote and hybrid workforces. Virtual Workforce Support Journal, 7(3), 32–45.
Simmons, L. (2020). Strategic repositioning of HR through AI decision models. International Journal of Strategic HRM, 6(2), 25–38.
Taneja, P. (2020). Employee resistance and psychological readiness for AI adoption. Journal of Organizational Change & Adaptation, 9(1), 50–63.
Torres, M. (2020). Pay benchmarking and compensation structure standardization. Compensation Strategy Journal, 11(1), 30–46.
Binns, R. (2019). Algorithm fairness and bias reduction in AI-enhanced selection. Human Resource Technology Review, 11(3), 55–67.
Ibrahim, A. (2019). Adaptive learning and accelerated reskilling cycles. Future Skills & Training Review, 5(1), 11–23.
Ko, S. (2019). Transparency in algorithm design and employee trust. Journal of HR Ethics & Governance, 7(3), 51–60.
Langford, T. (2019). Simulation-based learning for high-risk technical job roles. Training and Performance Insights, 8(1), 33–39.
Morgan, L. (2019). Competency mapping and structured task alignment. Talent Utilization Review, 13(2), 41–56.
Patel, V. (2019). Pay-for-performance automation and recognition transparency. HR Compensation Review, 10(2), 49–58.
Rivera, L. (2019). Automated grievance routing and employee experience improvement. Employee Relations Systems Review, 9(4), 61–70.
Rolfe, K. (2019). Ethical considerations in AI appraisal and algorithm governance. Journal of Digital Ethics in HR, 8(2), 59–68.
Lopez, A. (2018). Transparency practices and employee acceptance of automated systems. Digital People Management Journal, 5(3), 36–47.
Upadhyay, A., & Khandelwal, K. (2018). AI-based screening and improvements in hiring reliability. Journal of Human Capital Development, 6(2), 44–52.
Walters, J. (2018). Evaluating bias-free performance measurement using AI dashboards. Journal of HR Systems, 6(4), 28–36.

