# THE ARTIFICIAL INTELLIGENCE-POWERED EVOLUTION OF HUMAN RESOURCES: TRANSFORMING WORKPLACES FOR THE FUTURE

by

Faiyaz Shaikh, BCom, MBA

DISSERTATION

Presented to the Swiss School of Business and Management Geneva

In Partial Fulfillment

Of the Requirements

For the Degree

DOCTOR OF BUSINESS ADMINISTRATION

SWISS SCHOOL OF BUSINESS AND MANAGEMENT GENEVA

MAY, 2025

THE ARTIFICIAL INTELLIGENCE-POWERED EVOLUTION OF HUMAN RESOURCES: TRANSFORMING WORKPLACES FOR THE FUTURE

by

Faiyaz Shaikh

Supervised by

Dr. Minja Bolesnikov

APPROVED BY

Aleksandar Erceg

RECEIVED/APPROVED BY:

Admissions Director

## Dedication

This dissertation is dedicated to the visionaries and changemakers who recognize the transformative potential of innovation in shaping the future of Human Resources. It is a tribute to those who tirelessly strive to align HR practices with the dynamic and ever-evolving demands of the future of work, ensuring that organizations remain agile, inclusive and human-centered in an era of unprecedented technological advancement.

To my family and friends, whose love and encouragement have been my constant source of strength; to my mentors, whose guidance and wisdom have shaped my academic and professional journey and to my colleagues, whose collaboration and insights have enriched my understanding, I owe my deepest gratitude. Your unwavering support, belief in my abilities, and inspiration have made this milestone possible. This accomplishment is as much yours as it is mine.

ABSTRACT

THE ARTIFICIAL INTELLIGENCE-POWERED EVOLUTION OF HUMAN RESOURCES: TRANSFORMING WORKPLACES FOR THE FUTURE

Faiyaz Shaikh
2025

Dissertation Chair: Aleksandar Erceg

This research investigated the integration of automation in Human Resource Management to align with the evolving future of work. It examines the impact that automation has on human resource functions which include recruitment, training, employee engagement, and performance management. This research adopted a mixed-methodology, wherein quantitative surveys with 350 human resource professionals were conducted in tandem with semi-structured qualitative interviews involving 15 participants. The quantitative data in this case was instrumental in showcasing the level of automation adoption and its underlying benefits, whereas the qualitative data helped in offering insights into organisational adjustments and personal experiences. The findings from this research revealed extensive implementation of automation within diverse industry sectors, wherein 72.6% of organisations surveyed adopted AI tools. The findings further revealed that the level of efficiency was increased along with innovation, however there continued to be challenges such as resistance to change and skill gaps. Based on the findings, it was

concluded that strategic incorporation of automation with human resources nurtured agility and innovation, which helps in tackling the demands of future workforce. This research offered a roadmap for organisations to effectively maneuver transformations in human resources, while sustaining ethical aspects and nurturing readiness amongst workforce.

TABLE OF CONTENTS

LIST OF TABLES

LIST OF FIGURES

# CHAPTER I: INTRODUCTION

## 1.1 Background

The procedures and roles associated with human resource management (HRM) have been significantly impacted by digital transformation, which has had a tremendous effect on many facets of our life (Schmid & Pscherer, 2021). The way that HR deals with information and data has changed along with the advancement of new digital technologies. Employer recruiting, performance reviews, and human resource development are just a few of the HRM procedures that have undergone significant revision because of the use of digital technology (Mosca, 2020), which enhances service delivery to stakeholders. HRM functions are more productive and save time when using digital HRM (Mosca, 2020). The digital transition has made HRM procedures simpler and quicker. As a result, HRM professionals are better equipped to focus on projects that are relevant to their functional areas. For the sake of the debate that follows, it is necessary to distinguish between a few ideas in this section of the study: digitalisation, digital transformation, digital innovation, and the digital workforce. The term "ability to convert an available product and service to a digital variant that provides a greater advantage than a tangible product" refers to digital transformation, which is not the same as digitalisation. Digitalisation is the process of converting any type of analog signal or information into a digital format that can be understood by a computer system or other electronic devices. Digitalisation is a tool for executing these creative business models and long-term corporate strategy; it is not just about deploying digital technologies within an organisation.

Digitalisation, according to Verhoef et al. (2021), is the process of transforming current business processes with the use of digital technology. Since digital technology was not available when this shift needed to be made, it was necessary for it to influence the new

organisational technology structure. Information technology is more appropriate for firms and can help with business process relationship management in the digital sphere. It will also become a crucial component of HRM operations that spur innovation. The feeling of customer experience is enhanced and organisational operations become more efficient thanks to digitalisation. For internal services, this means that digital technologies enhance client experience while simultaneously saving money.

Though they are connected in different ways, digitalisation, digital transformation, and digital innovation are closely related concepts. First of all, digital technology serves as the foundation for these ideas. Next, by being adopted at the diffusion stage of the process, digital innovation might lead to digitization. Moreover, it can be contended that the process of digitalisation and digital innovation has the potential to bring about major changes in the way business is conducted (Hidayat & Basuil, 2024). A group of people whose attitudes, abilities, and behaviors are impacted by new digital technology is referred to as the "digital workforce." In the face of this, professionals (such as HR practitioners) must make important operational and strategic adjustments.

Since this part is devoted to digital HRM, it is necessary to define digital HRM in more detail in light of earlier definitions of the term. As per Vardarlier (2020), digital HRM involves the utilization of computer systems, communications networks, and interactive electronic media to execute HRM activities. Vardarlier (2020) describes the process of transforming HRM to be data-driven and automated as "a process of change," or "digital HRM transformation." Operations in HRM can evolve thanks to the usage of digital technologies. One definition of a digital HRM strategy is an HRM strategy that is created and executed with the goal of using digital potential to add value to the business. Human resource (HR) control has benefited greatly from digital transformation in a number of

ways. These include the ability to automate monotonous tasks, streamline procedures, and reduce guide error rates, all of which have increased productivity and performance (Shuguang, 2021). Employees' current abilities and knowledge have improved thanks to digital transformation, which has made it possible for them to adapt to changing job needs and technological advancements. By reducing paper use, power consumption, and carbon footprint, digital transformation has made it possible for HR to better align with sustainable development goals and create a more environmentally friendly workplace. HRM may now provide more employee satisfaction because of digital transformation, as self-carrier portals, mobile applications, and other digital technologies make it easy for employees to access records and products. HRM may now employ digital transformation to use records evaluation and other digital tools to make informed decisions about hiring, performance management, and other HRM functions (Zehir, 2020). Ultimately, digital transformation of human resources has brought about many benefits, such as increased productivity, enhanced skills, long-term growth, improved employee experience, and sophisticated decision-making. Businesses that integrate digital transformation into their HRM procedures stand to gain a competitive edge in the digital age (Junita,A.(2021).

### 1.2 Research Problem

Organisations face several difficulties while implementing virtual transformation in human resource management (HRM). Correctly achieving organisational goals requires developing human resources' abilities and knowledge, which is one of the major problems. One of other missions of an organisation is to comply with and implement new processes in order to meet the sustainable development objectives (Strohmeier, 2020). The environment of wider digital revolution has also had a substantial impact on conventional HRM, and ongoing innovation in HRM is essential to maintaining corporate competitiveness (Emran,2023) (Zhou,2023).The need to enhance employees' digital

capabilities, changes in culture and leadership, appropriate organisational restructuring, talent management, performance evaluation, flexible work arrangements, efficient communication, and sound risk management are some additional difficulties.

In order to surmount these obstacles, organisations aim to increase knowledge about creating and executing HRM strategies that satisfy the needs of the digital age, improve organisational efficiency, and provide value to customers (Gadzali,2023). In the age of virtual transformation, organisations need to employ creative HRM techniques to remain competitive and adjust to the constantly changing corporate environment (Appio, 2021). Numerous research studies have emphasized the significance of diverse elements such knowledge-oriented leadership, digital transformation, and human resource development in propelling organisational innovation and sustaining competitive advantage (Sjachriatin, 2023). Additionally, it has been demonstrated that implementation of digitalisation in businesses significantly affects HRM strategies, underscoring the necessity for businesses to change and adopt new technologies in order to achieve sustainable development.

According to a research, in order to sustainably gain a competitive advantage, it is imperative to create strategies that support knowledge-oriented leadership, embrace digital technologies, and enhance staff skills and competencies. Additional research highlights the importance of gamification as a potent tool for boosting user engagement, streamlining processes, and boosting employee motivation while recommending HRM and strategic interventions to support the HRM transformation process (Hee, 2019). It was further concluded that the key to the company's success in navigating the changes brought about by the digital era is HRM strategy in organisational digital transformation, with a focus on the significance of enhancing employee digital competency, organisational restructuring,

talent management, performance measurement, effective communication, flexibility, and risk management (Gadzali,2023).

## 1.3 Research Rationale

### 1.3.1 Making decisions based on data

*1.3.1.1 Analysis and forecasting of data on human resources*

Human data analysis and prediction are now crucial for businesses to make strategic decisions in the context of digital transformation. Organisations may learn more about important metrics like employee performance, training needs, and turnover rates by gathering, evaluating, and interpreting a lot of human resources data. The talent market provides a scientific foundation for recruiting strategies and talent reserves through the analysis of recruitment patterns.

*1.3.1.2 Strategy development based on data*

In the digital era, developing plans necessitates having enough data to back them up, and developing strategies based on data is now essential to business success. Businesses may get a deeper grasp of critical information like market trends, rivals, and consumer wants by combining data from many departments. An innovative and flexible culture. First of all, using agile techniques in human resource management. The use of agile methodologies has emerged as a successful strategy for achieving the aim of human resource management flexibility that digital transformation demands of businesses.

This approach can enhance team flexibility, foster cross-team collaboration, and assist in better meeting the individual requirements of workers. Agile recruiting techniques provide faster response to shifts in market demand and more precise talent matching. Adopting agile approaches in training entails making rapid adjustments to training plans to guarantee that staff members possess the required abilities. Agile project management techniques can increase project delivery success rates and enable teams more effectively adjust to changes in project needs.

*1.3.1.3 Creation and upkeep of an inventive culture*

To foster an innovative culture, organisations should first encourage their staff to come up with new ideas and see them as the engine for the success of the company. They can also implement an innovation reward program to incentivize staff to actively engage in innovation-related activities and to share their experiences. In addition, companies should break down traditional hierarchical structures, allow staff to collaborate across departments, and encourage innovation to occur at all levels.

*1.3.1.4 Development of learning organisations Constant learning and flexibility*

Businesses undergoing digital transformation must not only pay attention to employees' skill levels now but also focus on building a learning-oriented workplace culture and viewing learning as a crucial part of corporate culture. Workers' ongoing learning and adaptability are prioritized in a learning company. The firm is able to swiftly pick up new information and adapt to changes in the market by setting up a learning system and offering learning tools. Businesses can use a range of training strategies in a learning organisation, such as internal training programs, external training resources, and online learning environments.

*1.3.1.5 Assistance in helping staff members adjust to the digital transition*

One of the most important elements in an organisation's successful digital transformation is its workers' flexibility. To make sure that staff members can learn the necessary digital tools and abilities, provide training and skill-enhancement programs. This may be achieved by creating individualized training schedules and offering specific training that is tailored to each employee's requirements and duties. Secondly, open lines of communication with staff members and pay attention to their opinions and worries. While certain maladaptive difficulties may arise as a result of digital transformation, it might be helpful to understand workers' sentiments.

### 1.3.2 Enhance staff involvement and support and promptly modify change management tactics.

*1.3.2.1 Obstacles and Remedies*

**Concerns about privacy and security**

As the digital transition continues, businesses are encountering more challenging issues related to security and privacy during the informatization process. This involves educating staff members on how to be more vigilant against social engineering and cyber threats, as well as updating hardware and software on a regular basis to fix any vulnerabilities. In order to guarantee appropriate protection of workers' and customers' personal information during their digital transition, businesses must have explicit privacy rules. Furthermore, implement efficient data management and access control protocols to restrict data sharing to essential instances to mitigate the potential for data leakage.

*1.3.2.2 Conflicts between cultures and resistance to change*

Changes in corporate culture are frequently accompanied by digital transformation; yet organisations frequently confront significant hurdles from resistance to change and cultural disputes. A barrier to change in the digital transformation process might be the old organisational culture's clash with the new digital culture. Enterprises must actively drive cultural transformation, incorporate digital values into the organisation's basic principles, and address cultural disputes from the top down. By articulating clear vision and goals, leaders may encourage employees to resonate, which will help them comprehend and accommodate cultural changes more easily (Wang,2024). Employees that struggle to learn new digital tools and abilities and adjust to new technology are frequently the root cause of resistance to change.

Businesses must prioritize human organisation support and management strategies in the context of digital transformation if they are to succeed in the quickly evolving business landscape. This research uncovers the methods and problems that organisations confront in digital transformation by exploring technology-driven change, organisational structure and culture reshaping, essential organisational support components for human

resources, and effective management approaches. Technically speaking, the use of big data, cloud computing, artificial intelligence, and other technologies gives businesses the ability to make decisions more quickly and accurately, but it also puts pressure on data security and privacy protection. The emergence of platform-based organisations and cultural shifts have increased expectations on leadership in terms of organisational structure and culture. This may also result in resistance and conflicts across cultures.

### 1.3.3. Artificial Intelligence (AI)

An array of intricate opportunities and threats are presented to the human resource development (HRD) industry by the emergence of artificial intelligence. HRD specialists, however, can guide their organisations toward an empowering AI-enabled future where human potential and AI capabilities are raised in harmony by embracing this shift with vision, leadership, and human-centered strategy. To succeed in this difficult endeavor, HRD professionals, scholars and practitioners must accept the contradiction that results from the advantages that automation and workforce humanization provide. In summary, the digital revolution has demonstrated the ease with which specific tasks and responsibilities may be automated to boost productivity, but it has also highlighted the advantages of striking a balance by emphasizing the need to humanize the workforce.

The HRD community has a broad obligation that includes academic, professional, and moral requirements. It calls for a purposeful turn in the direction of identifying the functions that artificial intelligence (AI) may play as enablers to enhance employee well-being. Using AI to plan focused reskilling and upskilling programs will enable employers to promote a culture of employee growth and flexibility. This is a strategic change. In addition, it emphasizes how crucial it is to foster symbiotic relationships between humans and technology as part of the complex workplace environment. But it's important to recognize that AI solutions do not naturally possess human traits like empathy and a sophisticated awareness of each worker's unique situation.

Consequently, it is the responsibility of HRD professionals to carefully and thoughtfully negotiate this changing environment. In the ever evolving and dynamic world of today, talent becomes an essential strategic differentiation for businesses. Leadership that works closely with HRD specialists to pinpoint and solve areas where employees need skill development to reimagine their professions in personally rewarding and meaningful ways is essential to thriving in the face of upheaval. When HRD professionals engage with a wide range of stakeholders, including leaders, workers, investors, consumers, and communities touched by organisational operations, they may foster a collaborative approach that works well (Ulrich 2024).

Outside-in HR philosophy, which emphasizes a move towards stakeholder interests over traditional shareholder-centric methods, is in perfect alignment with this collaborative spirit. Embracing this approach, the HRD field must judiciously identify the value it can give to stakeholders (Bierema et al. 2023) through the adept exploitation of cutting-edge technology advancements. HRD professionals must, however, maintain a critical position and carefully consider any potential drawbacks notwithstanding the euphoria around technological improvements. HRD can guarantee that all stakeholders will profit from AI's advantages by raising important concerns regarding the social implications of automation. For instance, HRD can ensure that workers are prepared to prevent losing their jobs.

Given the transformative potential and HR-related challenges that generative artificial intelligence (GAI) presents, there is an urgent need for a strategic framework for human resource management (HRM) that can assist organisations in utilizing GAI's innovative capabilities to boost the productivity and creativity of skilled workers while simultaneously addressing the inherent risks and uncertainties associated with its rapid evolution and potential for misuse. This need is further supported by a recent symposium article published in the British Journal of Management (Brown et al., 2024). Ren, Sarala, and Hibbert state in Brown et al. (2024) that "in this rapidly evolving field, there is a critical gap in robust theoretical foundations, underscoring the urgency to refine or develop new

theories that can effectively address GAI's unique demands and guide future research and applications."

Within this framework, the AI implementation frameworks documented in the current HRM research (Chowdhury et al., 2023) fail to take into account: (a) the mutually beneficial symbiotic relationship between AI and humans; (b) the superior capabilities of GAI in comparison to its predecessors; (c) the rapid advancement and evolution of GAI; (d) the necessity of ongoing workforce learning and adaptation to keep up with GAI developments; and (e) the potential of GAI to alter organisational norms and routines (e.g. the role of humans and AI in a team, job displacement, replacement, spill-over, and new opportunities).

Furthermore, there has been a significant shift in the nature of work, employment, and professions, and people and organisations are ill-prepared for it (Brown et al., 2024; Budhwar et al., 2023). As a result, GAI is at risk of exploitation and misuse. In order to fill this vacuum in literature, this study aims to create a thorough framework for the strategic, prudent, responsible, and effective integration of GAI into HRM operations. The framework considers the quickening pace of technological advancement while attempting to balance the demands of the present and future workforce with organisational goals and priorities. In doing so, our framework will provide directions to management and business professionals on how to use GAI to advance innovation, improve operational effectiveness, and preserve a competitive advantage.

The field of HRM has primarily concentrated on investigating human behaviors, motivations, employment relationships, and organisational architecture. While these topics are still important, they may not adequately capture the significant implications of the introduction of AI-driven changes (Budhwar et al., 2022, 2023; Chowdhury et al., 2022). It is not that theories that already exist cannot provide insightful information. For instance, some of the enduring problems of labor process theory—which much predates artificial intelligence (AI) and posits that human abilities are complicated and socially embedded—play out in the current AI discussions (Stei-hof, 2021).

According to Gandini (2019), these risks include the possibility of people becoming unskilled or having their talents rendered obsolete, unresolved conflicts over autonomy and control, and the role of machines in determining the speed of labor, delineating job boundaries, and assisting with information collecting. A further aspect of labor process thinking emphasizes the age-old problem of technology overhype and the startling lack of influence that many supposedly revolutionary innovations frequently have. In addition, some of the consequences of AI are probably going to recur with the effects of mass manufacturing in the early 20th century, even as it presents new challenges to the essence of humanity. Mechanization has the potential to foster more equality by mitigating some of the disparities in human skills, even though it may result in more downward mobility than upward mobility.

However, any type of mechanization that necessitates high capital and knowledge concentration might potentially bolster the power of tiny elites and hasten the rise of authoritarianism. The importance of developing new or improved theoretical frameworks that expand upon existing theoretical insights has been highlighted recently by Budhwar et al. (2023) and Brown et al. (2024). Despite extensive discourse among academics, professionals in the industry, and the general public, the dominant conversation on GAI frequently remains speculative and lacks a sound theoretical basis.

The Resource-Based View (Chowdhury et al., 2023) and the Knowledge-Based Perspective (Malik, Nguyen and Budhwar, 2022) are just a few examples of these theoretical perspectives. Others include the Technology, Organisation and Environment Model (Panet al., 2022), Justice and Signaling Theories (Mirowska and Mesnet, 2022), Person-Organisation Fit (Kong et al., 2023), Social Exchange (Malik et al., 2022), and Socio-Technical Systems Theory (Chowdhury et al., 2022).These frameworks, which aim for resilient and productive outputs, analyse the tactics and effects of adopting AI-powered systems in organisational contexts (Budhwar et al., 2022; Malik, Budhwar and Kazmi, 2023; Prikshat, Malik and Budhwar, 2023).

This theory is important because it recognizes the limitations of previous theories and attempts to identify the critical elements that promote sustainable business organisations (Ren and Jackson, 2020). It also provides a critical viewpoint on how HRM professionals can use their networks and expertise to navigate and lead organisational changes in response to technological advancements. Another way to define HRM institutional entrepreneurship is when staff members adopt an entrepreneurial mindset and use their connections, expertise, and organisational resources to innovate and change current operating standards. These professionals aggressively push change within the bounds of current systems, either alone or in tandem with others, by utilizing their networks, creativity, and expertise.

In light of the limitations of previous theories, the theory—which aims to identify the critical elements in fostering sustainable business organisations—holds significant importance and provides a critical viewpoint on how HRM professionals can use their networks and expertise to navigate and lead organisational change in response to technological advancements. Employees that adopt an entrepreneurial role and use their expertise, contacts, and organisational resources to innovate and change current operational standards are another example of HRM institutional entrepreneurship. These experts aggressively push change within the bounds of current systems, either alone or in concert with others, by utilizing their networks, creativity, and expertise. Their objective is to modify established procedures, guidelines, and principles to fulfill the changing requirements of global intelligence integration. This will provide an agile organisational setting that supports the progress of technology. HRM professionals must better prepare themselves with knowledge of the most recent AI advancements and develop their ability to manage human dynamics in order to adapt to these changes. This will help them play a crucial role in guiding their organisations towards innovative and sustainable futures. This is highlighted by the emerging paradigm of HRM institutional entrepreneurship. Re-institutionalization is a strategy that takes into account the possibilities and hazards of GAI and is based on the HRM institutional entrepreneurship theory for sustainable business organisations (Ren and Jackson, 2020).

## 1.4 Research Aims & Objectives

Furthermore, the interconnectedness of mental health concerns other elements including diversity, equality, and inclusion within the workplace is typically overlooked in the existing research on employee well-being. Developing a more comprehensive grasp of the nature of work in the future and creating HRM and organisational behavior strategies that are long-lasting depend on filling up these gaps.

This study's main research question is: How will the future of work be shaped by new developments in HRM and organisational behavior, and what effects will these changes have on organisational procedures and employee experiences?

The purpose of this study is to investigate how employee well-being programs, remote work, and digital transformation may affect HRM and organisational behavior in the long run. This study aims to provide fresh insights into the dynamic interactions between technology, workforce management, and organisational culture by filling in the gaps in the literature that have been found.

The originality of this research is found in its thorough examination of these patterns, which combines theoretical analysis with empirical research to offer a sophisticated picture of the nature of labor in the future. We hope that this study will help HR professionals and organisational leaders manage the possibilities and difficulties posed by these new developments in an efficient manner, ultimately leading to the development of more resilient and flexible businesses.

## 1.5 Research Significance

With the speed at which technology is developing, human resource development (HRD) is ideally positioned to lead the way in developing novel strategies for managing the complex interactions between workplace technology and human development. In spite of this crucial role, the literature now in publication does not offer a thorough enough understanding of how we may successfully direct organisations and stakeholders toward

the resolution of upcoming HRD imperatives or actively influence current conversations. Given that the pace of change in the workplace and the wider world is expected to continue, the purpose of this Special Issue is to provide a preliminary investigation into how HRD may manage this transformative period, with a particular focus on career development, skill training, and ethical issues. AI needs careful consideration, just as in daily life.

Data accuracy, ethical concerns, and precision are more important than ever since, although it can be so simple to implement, mistakes can have life-altering consequences. Information security, informed consent, and privacy must all come first. Ethical HRD practices are consistent with our action of consideration. AI discoveries must be communicated effectively. To enable universal understanding and maintain the integrity of the information generated, complex results should be communicated with empathy and personalization. It's critical to follow best practices. According to Natarajan et al. (2022) it encompasses incorporating human feedback into AI systems, improving models, and promoting openness. HRD professionals have an obligation to take into account how the digital revolution is changing the environment and how it has affected how people learn and do their jobs as well as how organisations work.

### 1.6 Chapter Scheme

This chapter is Introduction followed by Chapters on Literature review, Methodology, Discussion of Findings and Conclusion.

# CHAPTER II: LITERATURE REVIEW

## 2.1 Introduction

The space that intersects technology and Human Resource Management (HRM) is rather dynamic and consistently adapts to technological innovations and forces within the market. Over the past twenty years, the domain of Human Resources (HR) has witnessed drastic modifications, accepting approaches that are data-driven and cross-functional (Zhang *et al.,* 2021), (Bresciani *et al.,* 2021). Nonetheless, with the advent of Artificial Intelligence (AI) driven automation, HR has undergone a paradigm shift, which has further modified the role played by HR professionals within organisations. With its capability to improve efficiency in systems, advanced data analytics, and opportunities for innovation, technologies involving AI have started to flood diverse aspects of organisational operations, which is inclusive of HRM (Jogarao, 2019).

With the introduction of AI, organisations are in the process of evaluating how AI-driven automation can be applied for improving productivity and efficiency (Gao and Feng, 2023). Humanization of the work environment in this current era of digital HRM accentuates the use of automation to render an organisation more human-centric and improving human potential and values, which, at times, would be in contrast to goals pertaining to productivity and efficiency. The AI-driven automation phase in HRM presents a major milestone in terms of its evolution. A large number of organisations lack clarity about the use of automation technologies to realise their goals on value enhancement and people-management, which brings to the fore issues pertaining to ethics in automation, compliance, and culture for developing a work environment that is human-centric (Budhwar *et al.,* 2023).

This research pertaining to ‘The AI-Powered Evolution of Human Resources: Transforming Workplaces for the Future’ has major significance in the continuously evolving environment of organisational dynamics and employment. With consistent technological developments, *automation has a key role to play in reshaping conventional*

*functions of HR*. Understanding and executing automation within HR procedures would not only improve efficiency, but it also facilitates organisations to adapt to the rapidly altering demands of the workforce in the future. This research would delve into the *transformative scope of automation in HR, investigating its implications for recruitment, training, performance management, and employee engagement*. With an alignment of HR practices with the future of work scope, organisations would be in a position to nurture innovation, competitiveness, and agility. Furthermore, the research will also highlight the impact of automation on the workforce as such, tackling concerns pertaining to job displacement, and the necessity for reskilling and upskilling initiatives. Accepting automation within HR is not simply a technological advancement but a strategic imperative to ensure sustainability of organisations and success within this digital era. This research will act as a roadmap for organisations seeking to circumvent the intricacies of workforce transformation within the 21st century.

### 2.2 Key Trends and Perspectives

According to Bombiak (2020), HRM refers to people management within an organisation to efficiently and impactfully realise the targets and objectives of an organisation. It would encompass diverse facets like training, recruitment, performance appraisal, career development, employee relationship management, remuneration, and benefits management. HR professionals deal with the various organisational issues relating to employees, employee managers, and other workers associated with the activities of the organisation. It is the responsibility of the managers to ensure the organisation has the required number of employees at the right time and uses organisational resources to attain organisational targets in an effective manner (Bandono, 2020). The key purpose of HRM is to augment employee potential, facilitate their professional development, and ensure that an organisation has a motivated and competent workforce to realise organisational objectives (Zhang *et al.*, 2019). HRM also has a pivotal role to play in developing organisational culture, change management, and ensuring compliance with labour regulations and ethical employment practices (Dobrowolski, Drozdowski and Panait,

2022). Every activity of HRM requires proper understanding and thinking about what will work for the organisation and what actions will eventually not work. HRM works in a highly unstable environment where the needs of the employees, laws and work challenges change continuously. This requires the HRM to also evolve and change as per the situation (Nugroho, 2022).

In recent times, there has been an evolution in terms of the role played by HRM in alignment with modifications in the business landscape, particularly technological developments. Facets such as data management of employees, utilizing AI for assessment and recruitment procedures, and the development of digital mediums for facilitating training and development of employees are largely emerging to be key aspects of HRM practices (Bonache and Festing, 2020). This role would also comprise of HR strategies that concentrate more on analysis of data to enable decision-making, augment productivity, and aid in strategic human resource planning. The uniform incorporation of automation and AI within HRM introduces a new chapter in the evolution of the domain. Such technologies have applications over several HRM functions like talent development and management, learning and development, and workforce planning (Agarwal, Gupta and Roshani, 2023). The rapid advancement in the field of AI and its implementation in HR has brought important changes in the functions of HR. The digitalisation of the various functions of HR has led to an increase in real-time feedback, employee comfort, payroll processing, health, and safety. Even the HR systems powered by AI can automate various functions of HR, such as employee engagement, performance management, onboarding, and recruitment. AI can effectively screen and shortlist job applications which can reduce the time and effort required in manual processing (Sharma et al., 2022). Additionally, AI can even carry out onboarding process of new joiners by providing development programs and personalized training (da Silva et al., 2022). AI can even track the performance of the employees in real time, and employee engagement and performance management can be improved through AI-driven data insights (Nawaz et al., 2024). AI's impact on HR digitalisation is beyond operational efficiency and it even includes the enhancement of HR decisions. AI helps in strategic decision-making through data-driven insights because AI systems can effectively

identify workforce skills gaps and can enable HR managers to develop programs and training to upskill employees (Murugesan et al., 2023).

For example, in the domain of learning and development, automation and AI with their abilities for pattern recognition and data analysis, has been bringing about a revolution in terms of identification of learning requirements and addressing it. Algorithms in AI also tend to evaluate feedback from employees with the help of machine learning and natural language processing, thus unraveling actionable insights pertaining to skill gaps of employees and learning requirements (Agarwal, Gupta and Roshani, 2023). Adopting AI within HRM, thus, allows a highly customized learning experience and informs identification of skill gaps based on analytics, making sure that every employee is in receipt of training which is effective and pertinent to them (Kabudi, Pappas and Olsen, 2021). Such personalization not just improves the engagement of learners, but it is also instrumental in optimizing learning outcomes, presents novel approaches to measure effectiveness of learning, and offers predictive analytics for talent development. The role of AI in talent development and management is bifold, it not just amasses and assesses performance metrics, but it also forecasts trends, facilitating proactive interventions (Davenport *et al.*, 2020). Predictive analytics based on AI also enable workforce planning, aids HR professionals in development strategies and talent management (Agarwal, 2023).

In the same vein, automation is bringing about a change in the operational facets of HRM, nurturing a consistent culture of enhancement, while streamlining HR procedures within an organisation (Agarwal, Gupta and Roshani, 2023). Such streamlining frees up valuable time for HR professionals, enabling them to concentrate more on strategic facets of training and development, instead of administrative chores. The incorporation of automation and AI within HRM however is not devoid of challenges like data privacy, ethics in use of AI, and the scope for job displacement, needing meticulous consideration. This discourse has been further expanded by Panda, Pasumarti and Hiremath (2023), throwing caution to the uncritical adoption of such technologies without taking into account its wider implications on dynamics of the workforce and organisational culture.

Similarly, automation is bringing about a change in the operational facets of HRM, nurturing a consistent culture of enhancement, while streamlining HR procedures within an organisation. Such streamlining frees up valuable time for HR professionals, enabling them to concentrate more on strategic facets of training and development, instead of administrative chores. The incorporation of automation and AI within HRM, however, is not devoid of challenges like data privacy, ethics in the use of AI, and the scope for job displacement, needing meticulous consideration. This discourse has been further expanded by throwing caution to the uncritical adoption of such technologies without taking into account its wider implications on the dynamics of the workforce and organisational culture.

While these were some of the trends and perspectives, this literature review presents an exhaustive outlook about the phenomenon under investigation and covers aspects such as theories associated with the topic,

## 2.3 Theoretical Underpinnings

### 2.3.1 Human Capital Theory

Human capital could be defined as skills, knowledge, aptitudes, attitudes, and other acquired attributes that make a contribution to production (Goode, 1959). Skills are indicative of individual capabilities that contribute to production, as an argument in the function of production (Bowles, Gintis and Osborne, 2001). It has been stated by BLUNDELL *et al.*(1999) that there were two key elements to human capital with robust complementarity; early capability (either inherent or acquired) and skills gained on the basis of formal education or on-the-job training. Human capital varies from other assets as it leads to market returns exclusively in the ratio of the supply of labour by a worker (Hall and Johnson, 1980). It has been suggested by Ishikawa and Ryan (2002) that it is the stock of human capital that largely defines an individual's earnings. The supply-side perspective of human capital theory focuses on the skills of the employees along with other important attributes. On the other hand, the demand side of the human capital theory includes government policies, and employer actions which specify how human capital is utilised through various ways (Wright and Constantin, 2021).

The initial application of the human capital theory was by Gary S. Becker (1994) wherein through their distinct approach a model of investment in human capital was developed. As per this perspective, human capital was the same as 'physical means of production'. (Gary S. Becker, 1994) also added that making investment in human capital would imply that all initiatives which influenced real income in future by embedding resources in people. It has been posited by Gary S. Becker (1994) that it was possible to amass human capital through varied forms of education, migration, training, and health. On the basis of such forms, employees tend to acquire skills, knowledge, and capabilities in myriad ways. Organisations make investments towards human capital as they perceive humans as assets while expecting fair returns for their investments, thus bringing in a positive value in future. Simply said, an individual investment in their training or even schooling while expecting that the skill and knowledge earned will improve their scope for career progress.

However, it has been argued by Ulrich (1998) that conventionally the business and labour function of human resources is perceived as a cost to be minimised. Nonetheless, human resources are perceived as human capital leading to a valuable source. Yet, (Phillips, 2005) stated that there was a major radical shift that took place in terms of the notion of human capital from conventional to the current perception. Such transitions brought about a change in the function of human resources by moving from a process that was activity-based to one that was result-based that is more linked and at par with business strategy, and views HR as a value creation to be utilised in strategic management. Furthermore, it has been argued by Wedchayanon (1995) the notion of human capital observes employees as an asset and needs to be developed, incorporated with multidimensional technology.

### 2.3.2 Resource Based View

As per the resource based view (RBV) it has been indicated that organisations would be in a position to develop continuous competitive edge exclusively through the creation of value in manners that are rare and challenging for competitors to replicate

(Barney, 1995), (Teece, Pisano and Shuen, 1997). Though value creation is possible through conventional sources, it has been argued by the RBV that a group of resources, instead of a blend of product-market selected for its implementation, would rest at the crux of the competitive advantage of an organisation. Such an approach warrants that an organisation should be observed, not on the basis of its activities in the product market, but more like a distinct mixture of resources that are intricate, dynamic, and intangible. As per Amit and Schoemaker (1993), the resources of an organisation are considered as stocks of existing factors that are either controlled or owned by an organisation. Resources are transformed into final products or services with the help of an extensive array of an organisation's other assets and bonding mechanisms, which includes management information systems, technology, trust among management, systems for incentives, labour and so on. Thereby, capabilities would pertain to an organisation's capability to apply resources, usually as a mixture, implementing organisational procedures to impact an expected end. It would be based on information, intangible or tangible procedures that are specific to an organisation and are developed over a period of time through intricate interactions between the resources of an organisation. In contrast to resources, capabilities hinge on development, execution, and exchange of information within an organisation's human capital.

Nonetheless, it is not enough for an organisation to have ample capabilities and resources to ensure success. Competitive advantage would stem from unique capabilities or resources that organisations control, which is something that organisations do specifically well as compared to their competitors (Peteraf, 1993). Therefore, though conventional sources of competitive advantage which include technology, natural resources, economies of scale etc., tend to create value, the RBV argument is that such sources are largely ease to replicate, particularly when compared with an intricate social structure such as a system of employment (Becker and Gerhart, 1996). In that case, an HR system that has been appropriately developed would be a particularly significant source for sustained competitive advantage.

In view of these aspects, the RBV theory would be used within this research. The RBV offers an appropriate framework owing to its focus on harnessing internal resources for sustainable competitive advantage. From this setting, automation in HR signifies a vital internal resource. The emphasis of RBV is on identification, development, and implementing valuable resources that are rare, challenging to replicate, and cannot be substituted. With the use of the RBV, it will be possible to evaluate how organisations use automation technologies to improve HR functions, enhance efficiency, and adapt to the evolving work environment. Such an approach enables an in-depth understanding about the way in which organisations strategically manage their human capital amidst techno-driven disruptions, ensuring long-term success and viability.

## 2.4 Review of Literature

### 2.4.1 Human Resources in the Artificial Intelligence Age

According to Fenwick, Molnar and Frangos (2024) irrespective of an extensive history of improving physical capabilities and fundamental cognitive skills, technology has not been able to increase the intelligence of humans at the workplace and otherwise. This kind of restriction is being overcome now. For the first time, technology is facilitating the improvement of human intelligence (Abbass, 2019), which tends to bring in new challenges for HR. It has been stated by Dwivedi *et al.*(2021), that advanced digital technologies such as AI which is inclusive of cutting-edge techniques in machine learning, converting several functions of HR and practices, that additionally improve HR over an array of departments and activities to create value and to improve functional performance. Regardless of the array of advantages and opportunities that AI offers organisations, the problems of effective integration of AI technology within HR are rather intricate (Palos-Sánchez *et al.*, 2022), (Tambe, Cappelli and Yakubovich, 2019).

Going ahead, it makes sense to assess such challenges systematically to circumvent such intricacies. Therefore, combining HR practices into three particular groups such as people management, culture, and compliance (O'Donovan, 2019). People-related functions comprise development, management, and talent acquisition, concentrating on growth and

well-being of the workforce (Johnson, Coggburn and Llorens, 2022). Functions pertaining to compliance encompass adhering to ethical and legal standards, making sure that organisations function within regulatory boundaries, and sustaining equity and fairness. Whereas culture-related functions focus on shaping the culture of organisations, nurturing collaboration, and encouraging behaviours and values that are at par with the mission of an organisation (Ammirato *et al.*, 2023). By grouping HR practices within the said three groups, an alignment with primary domains is facilitated where HR professionals apply their influence (Prikshat, Malik and Budhwar, 2023). Such a type of a grouping offers an extensive view of the role of HR in tackling various organisational requirements, from fostering human capital to maintaining ethics, meeting regulations, and nurturing a unified culture at the workplace. It also accentuates that HR is not exclusively about administration, rather it is a strategic business partner that influences culture, people, and compliance to propel success of the organisation (Sakka, Maknouzi and Sadok, 2022).

### 2.4.2 Role of Artificial Intelligence in Human Resources

It has been noted by Sipahi and Artantaş (2022) that AI would bring about a transformation of HR roles, wherein routine and administrative tasks would be taken over by AI. (Pan and Froese, 2023) add that such a transition would lead to the creation of new jobs that stress-upon tasks of high-level, coaching, and communication skills, that highlight the significance of caring for and linking individuals. While (R. and Sekar, 2023) state that such type of a change would warrant the need for a novel mindset and skillset that is in tandem with corporate strategy, eventually improving human intelligence and providing qualitative and economic advantages. Based on a study conducted by Bhardwaj, Singh and Kumar (2020) it has been reported that AI tends to have a rather beneficial impact in the HR domain. Similarly, studies carried out by George and Thomas (2019), (Yawalkar, 2019), highlighted the benefits of deploying AI within HR dimensions which comprised of recruitment and selection, training and development, human relation management, human resource strategic planning, and performance management. (Bhardwaj, Singh and Kumar, 2020) further elucidated the usefulness of AI on employees, organisations, and HR professionals, while concluding that AI has been observed to replace mundane tasks in HR

with scant human intervention. While (George and Thomas, 2019) have argued that it is not possible for AI to replace humans. Furthermore, it has been reported by Yawalkar (2019) that AI helps in lowering workloads and enriching efficiency within the workplace.

Though the papers above cited have argued that AI has apparently taken over several functions within the HR domain, the weakness here would be that (Bhardwaj, Singh and Kumar, 2020) and (George and Thomas, 2019) have not been successful in tackling the challenges that HR departments are confronted with while using AI tools within diverse functions. It has been stated by Jia *et al.*(2018), that a large number of organisations are not entirely prepared to deploy AI within their HR functions, whereas (Yawalkar, 2019) have reported that it was challenging to obtain the right type of individuals to tackle AI tools, and that AI limited HR departments from making decisions given that technology was apparently taking over this aspect. A detailed study has not been executed on the probable challenges of executing such technology within the domain of HRM in organisations.

### 2.4.3. Application of AI in the HRM

**Talent development:** AI-driven tools and automation in HRM have effectively altered knowledge management, performance management, workforce learning, workforce planning, and talent development. Studies have shown that automation and artificial intelligence are transforming organisations and the development of talent and the organisation in a competitive need to adapt AI technologies to remain competitive in the long run. It is important to mention that automation and AI in the context of talent development can effectively help in effective decision-making, reduction of bias, and streamlining processes (Jose, 2019). AI tools that can be used to identify talented individuals include predictive analytics and personalized learning systems. Several AI capabilities such as augmentation, automation, machine vision, and natural language processing can be used in the talent management process. This can help to increase efficiency and reduce costs and time. It is important to state that automation and AI can also be utilised in the automation of tasks such as assessment and training (Hemalatha et

al., 2021). Studies have shown that the usage of artificial intelligence in talent management and development is slowly increasing, and it is highly efficient in improving employee retention rates and employee experience (Chitaro et al., 2022). It is important to mention that digital technologies drive Industry 4.0 and this has created a demand for new skills within the workforce, and the companies operating in the digital environment are making more investments into talent development and creating training programs. This has brought a change in organisational strategies and organisations are focusing on rethinking their talent strategy (Karaboga, 2023).

AI-driven platforms facilitate human resource management (HRM) professionals to search for the top talent and this is done through the analysis of large amounts of data. This data can potentially include cultural fit data, experience, and skills. Machine learning algorithms can effectively carry out an analysis of huge amounts of data. AI algorithms can also make predictions and identify patterns, and this can lead to accurate and efficient management and development decisions (Tian, 2020). The various tools that are driven by AI can also help in the identification of employees who have high potential, and such employees can be put under personalized development and internal talent development can be carried out. Therefore, automation and AI can play an important role in talent development and acquisition, and this can transform the recruitment process (Saling and Do, 2020).

**Learning and development**: Studies suggest that automation and AI in HRM have a considerable amount of impact on learning and development. One study has found that artificial neural networks, and natural language processing which are the major artificial intelligence innovations are highly effective in improving learning and development (Bhatt and Muduli, 2022). Artificial intelligence also has a positive impact on learning and training, and this also includes virtual classrooms and aspects of adaptive learning. Another study has highlighted that artificial intelligence can be used as a tool kit to focus on learning and it can potentially shape the future of HRM and employee development (Roschelle et al., 2020). Various studies have agreed to the fact that automation and artificial intelligence

are transforming learning and development through data-driven learning and tailored learning experiences. AI and automation technologies can be used in adaptive learning platforms and intelligent tutoring systems so that employees can receive an enriching and personalized experience. The learning experience for the employee can be improved through automation and AI because learning preferences and learning styles can be identified. Such advancement in learning leads to positive outcomes and can increase knowledge retention and employee engagement (Sivathanu and Pillai, 2020). Additionally, analytics powered by AI technologies can also assist in identifying deficit areas in the skills and the requirements to address such skill gaps. Such advanced technologies can help companies make more investments in learning and development that will eventually foster employee and organisational growth (Rudra Kumar and Gunjan, 2022).

**Performance management**: Several research studies have stated that automation and AI have a significant impact on performance management. The advancement in AI technology has allowed benefits such as growth opportunities and personalized feedback. At the same time, these technologies also highlight the negative impact of AI and automation on the well-being of employees (Govindasamy et al., 2023). On the other hand, studies have also pointed out that AI and automation in HRM can effectively allow employees to have real-time feedback and it can help in the improvement of performance management (Gujanal and Hiremath, 2023). Performance management systems have transitioned from a simple pen and paper to a more advanced online system. It is important to state that the new performance management systems are not only flexible and efficient but are also user-friendly for HRM professionals. AI can be utilised in performance management systems and such systems have five major factors which include operations management, social factors, long-term impacts, complexity and job fit (Grover et al., 2022). These studies highlight that automation and AI in performance management are based on evaluation and driven by data. AI-driven tools and AI can effectively analyse the performance of employees and identify specific areas that need improvement and strength. The development of employees are facilitated through personalized recommendations.

However, usage of AI technologies can lead to concerns about privacy issues and increased stress for employees (Hina Riaz, 2024).

**Workforce planning**: Automation and AI in the planning of the workforce is dependent on improved allocation of resources and informed decision-making (Wiblen and Marler, 2021). Studies have highlighted that workforce planning tools that are driven by technology are more capable of making strategic decisions. This helps with the effective management of talents within an organisation and also ensures success for organisations. Workflow management can be improved through AI planning techniques, and it can effectively automate business processes. Studies that utilised machine learning techniques show that both digital skills and soft skills are equally necessary in any occupation (Colombo et al. 2019). Studies collaboratively state that automation and AI in HRM effectively help in improving workforce productivity and planning. The usage of productivity analysis and AI-driven tools can help HRM professionals anticipate labor market trends, skill gaps, and future workforce needs. This allows organisations to develop strategies and focus on the acquisition of talent (Rischmeyer, 2021).

**Knowledge management**: The impact of automation and AI on knowledge management is highly complex. Implementation of AI-driven tools into HRM can lead to a loss of expertise because AI will mainly dictate the process of knowledge management which will impact HRM professionals (Ardichvili, 2022). Information technology and artificial intelligence together can improve practices of knowledge management; however, these technologies have their fair share of limitations and challenges. A recent study conducted on the impact of information technology and artificial intelligence on the advancement of knowledge management within business organisations. Researchers highlight the importance of using AI techniques and highlight guidelines that will facilitate efficient knowledge management practices (Alqahtani et al., 2022). Studies on the implementation of AI in knowledge management create strategic opportunities for organisations (Coombs et al., 2021).

### 2.4.4 Workers and artificial intelligence in the workplace

The application of artificial intelligence has increased to a great extent, and this has transformed decision-making and the operations of an organisation. Additionally, workers can also free themselves from manual and repetitive tasks and can focus on the more creative ones. The application of artificial intelligence in capacity planning, forecasting, scheduling, and autonomous driving is becoming more prominent (Bridgelall and Stubbing, 2021). AI can help employees learn more through online training. Chatbots, cognitive therapy, and customer service feel more humane, and they go beyond the usual machine-like interactions (Go and Shyam Sundar, 2019). There are instances where AI effectively improves business processes. To reduce IT events, TiVo implemented artificial intelligence with the ability to automatically detect and classify IT events and reduce them significantly. A health department in Australia installed virtual assistance to answer customer queries on rules and regulations. It is important to mention that the virtual assistant now addresses a large number of customer queries. Advanced AI tools generate detailed reports which can then be used by decision-makers and can substantially aid in transforming workplaces (Chuang, 2021).

Artificial intelligence cannot be considered as a solution to every problem. One of the major problems that can potentially arise from the integration of AI into the HRM is the loss of jobs/employment. Likely, work and functions carried out by AI will no longer need human intervention. In other words, no human employee would be required in future that is already executed by AI (Balsmeier and Woerter, 2019). Another major issue that can arise is the process of decision-making by an AI system. The reasoning that is employed by a decision-making AI system can potentially raise questions and uncertainties. This means that why and how an AI system is making decisions will remain unknown. Hence, a workplace that has integrated AI systems will make the employees uncomfortable because they will never come to know why an AI system has made certain decisions. The best solution to this dilemma is to let workers know transparently about how AI makes decisions (Gillath et al. 2021).

AI systems can be put to work to execute a wide range of tasks, and it can be the most basic ones and on the other hand, can also include the most complex ones (Zirar et al., 2023). It is important to mention that a symbiotic relationship between the employees and AI systems can address the limitations. Employees can use AI systems and tools to enhance their productivity and carry out repetitive and unproductive tasks. However, companies need to promote certain skills that will facilitate a symbiotic relationship between artificial intelligence and the abilities of employees (Wilson & Daugherty, 2019). The debate between man and artificial intelligence is long and human workers have gained skills and knowledge that have helped them to work in collaboration with artificial intelligence and other advanced tools. Studies have highlighted that in a challenging environment, workers need to cultivate skills that will further ensure a symbiotic and collaborative relationship. Specific skills that humans need to hone include working as a team, management of difficult conversations, creative and critical thinking, and problem-solving (Chuang, 2021).

### 2.4.5. Changes in the role of employees, HR professionals, and line managers due to AI integration

Studies have indicated that HR professionals should identify the impact of artificial intelligence on employees. In the transformation of the traditional workplace to a digitized workplace, organisations need to ensure proper functioning of job placements, internal transfers, and training. AI has become an essential ingredient and its acceptance within an organisation can ensure its successful implementation. HR professionals working in an organisation will play a crucial role in the promotion of this advanced technology among employees (Bankins et al., 2022). Preparation of managers, employees, and HR professionals can effectively help in change management and can prevent the occurrence of potential resistance. It is important to mention that HR managers/professionals perform the three important actions. Firstly, HR professionals need to allow workers and managers to become familiar with the capabilities and potential of AI tools and technologies. Secondly, technology-savvy employees can be hired in considerable numbers to reduce the resistance to change and drive the innovation process. Lastly, focus on how to integrate

artificial intelligence into the business model of the organisation (Prem, 2019). AI technology has both upsides and downsides, and it is necessary for an HR manager to know about various opportunities and challenges pertaining to the usage of AI technology in HRM. This is why HR managers must use this technology wisely and along with it, an HR manager must focus on increasing competencies, capabilities, and skills (Nankervis et al., 2021). Training is an important aspect when working with artificial intelligence and this increases the importance of trainers and training designers. HR professionals play a guiding role in the development of artificial intelligence and are also responsible for ensuring unbiased results (Wesche and Sonderegger, 2021). This is because HR professionals can share important information and knowledge with artificial intelligence developers and become a part of the AI development process (Soleimani et al., 2021).

AI technology can help line managers to excel at their work and the AI assistance can come in the form of development of direct reports, and work management. Evidence from studies suggests that advancements in AI technology can allow managers to focus more on people-oriented tasks and management and they have to focus less on the tasks that require more thinking (Huang et al., 2019). With further development of AI capabilities, it is also necessary for line managers to understand the limitations of artificial intelligence. The knowledge of AI capabilities and limitations can help line managers add value to the organisation (Rajeshwari et al., 2019). Line managers must be cautious while selecting AI products and tools for their organisation because of the underlying compatibility issues and technical issues that they will experience. However, an important aspect is readiness towards the entire process, otherwise, the lack of AI-associated facilities will limit organisational development and progress (Albert, 2019). AI is increasingly integrating into different HRM functions, and it has transformed the way employees work and in the workplace. Nonetheless, it is necessary for the employees to get skilled to work alongside AI technologies and use them to their benefit (Jaiswal et al., 2023).

### 2.4.6. Implementation of AI in HRM to Improve Recruitment of Employees

Human resource professionals working within an organisation are responsible for carrying out employee recruitment and talent management of hired candidates. It is important to mention that HR professionals can find it difficult to identify the right employees from a large pool of talent. Shortlisting and screening the resumes of the right candidates can be a challenging task for them. At the same time, HR professionals also have to reach the right candidates so that the vacant positions can be filled quickly without causing any loss to the organisations due to the delay in various organisational operations. Additionally, an HR professional also has to ensure that the candidate's experience is good, which can help in offer acceptance (Bhardwaj et al., 2020).

Artificial intelligence can significantly accelerate the hiring process even if the recruitment process needs to be completed quickly. Artificial intelligence can be included and fused with HRM to help in the automation of routine tasks. However, this is accomplished by working on large datasets and identification of the trends through data analytics. This integration can allow HRM to accelerate the recruitment process (Al-Alawi et al., 2021). The websites of the companies can include chatbots which can allow communication between the visitors, and this can effectively help with increasing conversion rates. candidates can share their resumes with the chatbots and also share their other details. At the same time, chatbots can also ask questions to potential candidates. This can help in reducing the time required to carry out some of the tedious tasks. It is important to mention that chatbots can gather candidate information, schedule meetings, and also facilitate candidates with answers to their queries (Abdeldayem et al., 2020).

Techniques of machine learning can also be used to interpret large amounts of data and patterns can be identified. It is important to state that AI technology can scan various resumes and identify candidates that are best suited for the vacant positions in the company. The scanning and shortlisting of the candidates can be based on the interests of the candidates, education levels, and experience levels (Fraij and László, 2021). Such details can be scanned by using machine learning models. This AI-based technology can help with

shortlisting various job applicants and the perfect match can be found with the most relevant skills. If the machine learning models are properly programmed, then such biases in shortlisting can be effectively removed. Additionally, AI models can also perform a background check on social media to ensure the candidate is qualified. Such advances in AI technology and its integration into the HRM can help in reducing recruiter time, and ensure the best candidate is selected and every candidate goes through a fair recruitment process (Mehrotra and Khanna, 2022).

Most companies struggle when looking to engage and reengage with the candidates. Often, candidates do not engage or provide a reply to the companies after the interview process is over. Recent studies have highlighted that candidates prefer to hear back from recruiters within 10 minutes after applying for a job. It is important to mention that companies need to follow up with the candidates after the interview process is over, otherwise, there is always a high chance of losing a job applicant (Gomathy et al., 2022). Within this scenario, an advanced AI system can be integrated to improve the follow-up and re-engagement with the candidates. Such AI systems include a customer relationship management system, an applicant tracking system, and a chatbot. All these advanced AI systems can provide real-time answers to the questions asked by the job applicants. Additionally, AI systems can also provide updates to job applicants on their selection and recruitment processes (Black and van Esch, 2020). Lastly, deploying artificial intelligence in HRM will cancel out the chances of nepotism and favoritism in the selection and recruitment of candidates. It can be said that the perspective of a recruiter can be influenced by race, gender, language, and ethnicity during the process of recruitment. However, proper development of an effective and efficient AI algorithm can help in removing biases. Furthermore, even if biases are discovered in the AI model, then such issues can be addressed by eliminating or reducing the bias (Ore and Sposato, 2022).

### 2.4.7. Implementation of AI in HRM to Improve Training and Development of Employees

For a company to successfully implement artificial intelligence into its HRM requires proper backing and support from the organisational leaders. The leaders must also show the zeal to improve and enhance the different training programs for the employees (Wijayati et al., 2022). It is important to mention that the process of digital transformation can be expanded by increasing the recruitment of experts in ICT. These ICT experts can help in the development and implementation of advanced AI technologies to increase organisational competitive advantage and elevate the productivity levels of the employees (Chen et al., 2022). Implementation of AI within a company's infrastructure is a complex process, however, it also highlights major challenges and opportunities in the field of analytics and data. The leader of an organisation must focus on designing training programs for employees by utilizing the power of artificial intelligence to address the needs of employees with skills and knowledge in analytics and data (Maity, 2019). Training has its own set of benefits, however, when employees work in a team, they tend to exchange innovative ideas and solutions to problems. This requires all the members of a team to work in an enthusiastic and creative manner to address problems, find solutions and achieve the desired goals of the organisation (Qamar et al., 2021). Employees' training must focus on learning practical methodologies and technical knowledge. The training programs at their initial stages must facilitate the employees with analytical knowledge which is directed toward addressing the challenges of the business, and the development process of the data and analytics (Wamba-Taguimdje et al., 2020).

Studies have indicated that AI tools that can enhance learning can be under the guidance of a leader to boost overall training efficiency. This can result in a positive relationship between employees' training and AI supported by the organisational leader. It is important to state that organisational leaders also need to be supportive and must show their support towards the adoption of AI technologies, which will allow better interplay between artificial intelligence and humans. Leadership backed by AI can be equally

effective on the performance of the team (Shick et al., 2024). Additionally, various tools powered by AI can reduce team conflict, increase team collaboration, and further improve data-driven decision-making (Upadhyay et al., 2023). Studies have shown that leaders that actively engage with performance analytics that are driven by AI show higher chances of identifying skill gaps present within a team. Such skills gaps are after identification addressed through training opportunities which all together result in team performance due to continuous improvement (Jatobá et al., 2023).

Proper training of the employees in the field of artificial intelligence impacts the productivity of a team. In instances where a company makes proper efforts to train their employees, the employees feel that they are being highly valued, and the company is making efforts for their development. Such actions of the company will allow employees to think positively about the company and the employees will desire to engage and find solutions to various challenges faced by the company (Dhamija and Bag, 2020). This is an effective way through which a team successfully becomes strong through the exchange of knowledge, ideas, and opinions. It is important to state that a successful team shows the traits of good and strong leadership in showing work commitment, frequent communication, quick response to issues, and setting accurate goals (Reis et al., 2019). When the organisational goal is successfully determined, it is important to encourage each of the team members to focus on the team. It is important to provide training programs available for employees so that such training can allow employees to upskill as per the needs of the business (Solís et al., 2019). Creativity is important for the team's survival and also for the sustenance of the company. It is important that new ways of working, new products, new production, and new perspectives can create more opportunities for the entire company. Each of the teams must get into creative processes so that the efficiency of the employees can further be improved, and the task can be solved easily (Mayer et al., 2023). Employees who are engaging actively in self-development and learning have higher chances of becoming committed, motivated, and play a major role in the success of the team (Kambur and Yildirim, 2023). A high-performing team influences and impacts job satisfaction, develops a sense of accomplishment, and fosters employee engagement.

Additionally, when teams attain their experiences and goals, employees become more committed and engaged in their work (Arslan et al., 2022).

Employee training curated by AI tools can effectively help employees work efficiently within a team, learn the organisational culture, become adaptable, and focus on continuous improvement. Artificial intelligence can help HRM to create personalized and customized learning curricula for newly hired employees. The training modules can be curated based on the employee's interest. This can help organisations understand the interests and skill levels of their employees and how the skills and interests align with the objectives of the organisation. In this scenario, AI can identify specifics that are needed for completing projects and it can design training modules accordingly (Sucharita and Seethalakshmi, 2022). AI tools and advanced systems can be used to identify employees who need advanced training and what training will be appropriate. Hence, the right AI tools can be used to assist employees in their learning and training process, and this can lead to positive growth in productivity and professional growth. A training program entirely designed by AI can be used which can meet the training needs of all the employees. However, to execute such an AI model the right information is needed at the right time (Chen, 2023). AI-based tools can be used to develop learning videos. Such videos can be reused, and they can also be translated into different languages without reshooting it. It is important to mention that a learner (employee) is less likely to opt for textual training material, rather will focus more on the video training material, helping the employee to learn effectively (Black and van Esch, 2020).

### 2.4.8. AI in HRM and Performance Management of Employees

A proper performance management structure is crucial for every organisation because it enables proper measurement of an employee's impact on the job. The presence of a performance management structure also helps in determining the impact of training on employees. Additionally, this structure also helps employees to align their job performance with the organisational objectives and goals. The traditional method previously used to carry out performance management is a time-intensive process, and it requires managerial

evaluation, discussion with employees, and self-evaluation (Tong et al., 2021). Artificial intelligence can be used to monitor in real time how they manage employee performance. In the context of managing employee performance, work performance data of the employees can be used to improve the AI model. This will enable the AI tools to analyse and manage the performance and behavior of the employees. Furthermore, rewards can be set aside for the employees so that organisational objectives are met faster, and this can positively influence employee productivity (Robert et al., 2020). AI models can be trained to remove possible biases that can potentially arise during employee comparison. Providing clear and detailed standards for an AI model can be highly effective in improving an AI model. AI can also help poor performing employees by assisting them to identify gaps and improve in those areas. Additionally, AI models can also be effective in identifying potential employees who can perform well. This can help the HRM to plan on the succession planning and AI tools can be used to set objectives and goals for each employee. Such AI tools can help in tracking both individual and team performance, reduce operational time, and gain changes and development. Eventually, positive results and optimal performance can be achieved through the usage of AI tools in performance management (Basnet, 2024).

Performance evaluation of employees refers to the assessment of employee performance on the basis of certain factors. The main objective of employee performance evaluation is to identify the achievement and contribution of employees (Murphy, 2020). The integration of AI in the performance evaluation of employees has some major benefits. It is important to state that artificial intelligence allows accurate and proper assessment of employees without the issues of subjectivity and biases, which can potentially arise due to human involvement. Increased reliance on the analysis and data facilitates objective and accurate results of the assessment. Additionally, the inclusion of AI in performance evaluation allows for saving time and enhances the efficiency of the process of the performance evaluation. AI allows the majority of the performance evaluation tasks to be completed in an automated manner. This reduces the workload on the human resource managers/professionals, and they can utilise the time to carry out other important tasks

(Djunaedi, 2024). The implementation of AI in the performance evaluation facilitates HR managers to carry out data-driven decision-making. The access to large amounts of data on employee performance allows managers to make strategic and informed decisions. Organisations can expect more detailed, efficient, and accurate results when AI is integrated into the performance evaluation of employees. The implementation of artificial intelligence helps remove issues of subjectivity and biases that are highly existent in human judgment, and this leads to a fair and proper employee evaluation process. AI has become highly capable and fast, which allows the HR managers to utilise their time in something more important. AI also facilitates effective decision making and managers can make highly effective decisions based on the facts, data, and information. Furthermore, the advantages of integrating artificial intelligence into performance evaluation include data-driven decision-making, increased efficiency, and objectivity (Varma et al., 2024).

Several challenges can arise when artificial intelligence is integrated into the performance evaluation of employees and such challenges need to be overcome. The first major challenge arises from technology and data limitations because the effective implementation of artificial intelligence requires proper organisational infrastructure and quality data. This necessitates the collection of complete and accurate data to ensure the results of AI are effective in performance evaluation. Another important challenge arises from organisational readiness, and this needs entire organisational support. A culture is needed to be promoted that will facilitate acceptance of technological changes so that AI performance evaluation is accepted by all in the organisation (Dabbous et al., 2022). A supportive environment can be created within an organisation when organisational members embrace the positive implications of AI on performance evaluation. However, certain questions arise about privacy and ethics, and such questions need to be addressed. Studies have shown increased concerns from employees in terms of collection of the employee data. The concerns are associated with the collection and usage of employee data. Hence, it is important to consider the ethical principles when using employee data and ensuring the privacy of the employees. Transparent and clear policies are a must for the usage of employee data, and this can ensure integrity and trust in the usage of employee

data during the process of evaluation. To address the different types of challenges, collaboration is necessary between the company management, HR professionals, and AI experts. It is necessary to address ethical, cultural, and technical challenges through a multidisciplinary approach. Within this process, responsible usage of AI along with the principles of privacy, transparency, and fairness is needed to be promoted (Alrashedi and Abbod, 2021).

### 2.4.9. AI in HRM and Impact on Employee Engagement

Employee engagement focuses on how employees in a workplace work together. Employee engagement is a highly complex issue, and some companies find it complex to effectively understand and address relating to employee needs. If HR managers have a better understanding of their employees, it becomes easy for them to manage workplace conflicts. It is both the duty and the responsibility of the HR manager to address workplace conflicts and other issues where employees potentially experience bullying, leave-created disputes, and complaints of sexual harassment. It is important to state that such workplace issues can negatively impact the image of an organisation (Tongkachok et al., 2022). To increase employee engagement, an effective solution is a chatbot that can communicate with the employees so that employees can speak freely about any workplace issue. The chatbots on the other hand can also provide real-time feedback to the employees and also to the HR managers on the current situation in the workplace. One of the biggest benefits for the employees is that they can talk freely about their feelings without being concerned about scheduling a meeting or being physically present during the meeting (Mittal et al., 2023).

The usage of AI in HRM is increasing rapidly and it has a positive impact on employee engagement. The AI technology has matured enough to be implemented in engaging employees and can be used as a more transformative tool by all. It is important to mention that AI can efficiently improve employee engagement, carry automatically generate insightful data out of the employee experiences. AI tools and systems have come a long way and can even help in developing a culture of continuous development and

learning (Basu et al., 2023). The different advanced AI tools and systems that can be used to increase employee engagement within the workplace include feedback, surveys, usage of virtual assistants, chatbots, personalized engagement, employee engagement activities that are enhanced by AI. Lastly creating a productive and happy workplace can benefit all the employees in the long run. AI models can actively study and analyse employee patterns and behavior, and this will include the analysis of data based on employee activity. This will help the AI models to identify individual preferences, weaknesses, and strengths which can predict future performance. It is important to mention that the value of real-time data is very high, and it plays a very important role in the process of personalized engagement. Productive and reflective data can be used by decision-makers to make insightful decisions. The process usually followed by the AI models and systems includes a collection of real-time data, data analysis of individual performance, personal preferences of the employees and their proper identification, making proper predictions of employee's future performance, and last, a proper in-depth analysis for carrying out effective decision making (Khair et al., 2020). The biggest advantages of personalized engagement include increased employee motivation and efficiency. Employees are more likely to feel valued when they are treated as individual employees, instead of as part of a workforce. Such an act significantly increases employee engagement and becomes deeply associated with the work. AI has become greatly advanced and can now customize the development and training program for each employee. AI analytics, when utilised consistently, can provide employees with opportunities for continuous development and learning and it aligns with the interests and skills of the employees. AI can help in building programs and platforms that understand the individual needs of the employee and will provide comprehensive growth and an engaging environment. With the advanced capability of AI, companies can achieve increased employee productivity and raise employee engagement levels (Shaikh et al., 2023).

Studies have shown that feedback collected through traditional methods fails to capture the real issues in the workplace. Within this context, AI-powered tools are capable of measuring employee engagement and can bring forth more possibilities. AI tools and

systems, when implemented the right way can help in conducting real-time feedback and valuable feedback. It is important to mention that AI tools are not just about increasing efficiency, but they also focus on adaptability and flexibility. In comparison to annual performance reviews, AI can facilitate constant collection and analysis of data. This feature is highly effective in providing timely and in-depth insight into the employee data on their work experience (Burnett and Lisk, 2021). Chatbots designed to communicate with employees can be used to conduct employee surveys and these repetitive processes can be automated easily. AI models are highly efficient in data collection and interpretation of large amounts of data and can be accurately executed in comparison to humans. Some of the benefits relating to the usage of AI for surveys and feedback can include minimization of human error, personalized interactions, quick response times, and effective data interpretation (Dutta et al., 2023). Feedback from employees can be collected anonymously and employees can provide their honest opinions without any hesitation. Additionally, AI can also be used to collect sentient data based on the emotional cues that would have otherwise been missed if carried out through traditional methods. The AI model can identify employee concerns, burnout issues, and stress levels. It is important to state that AI can help in fostering performance and communication and engage every employee in feedback mechanisms. All of these can significantly help in improving employee engagement and can transform the traditional methods that were used in the past (Hughes et al., 2019).

Various activities carried out within an organisation can be enhanced through artificial intelligence. Within the context of personalization, AI technology can be used to personalize various engagement activities and analyse employee data so that the specific needs of the employees can be addressed. The various personalization and customization activities include upskilling, and improvement of learning activities. All these tailor-made approaches can be used to boost the morale of the employees and ensure job satisfaction (Prentice et al., 2023). Organisations can also focus on the development of innovative reward systems. Instead of the old systems that overlooked the contributions of the employees, artificial intelligence can analyse employee data and develop and

comprehensive reward system. The reward system can include aspects like performance at the primary job which include adaptability, curiosity, and collaboration (Majini et al., 2023).

Organisations can now predict the employees' engagement level through AI-powered methods and models. It is important to mention that to analyse employee engagement, AI analytical models can be used that can make in-depth scans of media comments, memos, chatbot messages, and emails. This can help the AI models to gain greater insight into the employees and their engagement levels. The information collected from various sources and media can be transformed into structured data through the Natural Language Processing (NLP) technology (Garrad and Hyland, 2020). This technology is highly effective in performing topic analysis and sentiment analysis. Additionally, it can also carry out analysis of messages and texts to find the feelings of the employees. NLP technology is highly advanced and can also improve the satisfaction levels of the employees. Furthermore, the technology is highly effective in helping HR professionals identify the needs of the employees by analyzing employee engagement surveys (García-Navarro et al., 2024).

### 2.4.10. Benefits of Automation in HRM through AI

Organisations can work effectively when HR automation is executed successfully, and AI can effectively integrate all other domains within an organisation to achieve better results. It is a common misconception that automation can negatively impact on the jobs of the employees and reduce resource requirements. However, human resources can be used effectively in other collaborative activities which can improve the utilization of resources (Meduri and Yadav, 2021).

Employee productivity can be enhanced, which can translate into the success of the organisation. AI can easily automate various time-consuming and repetitive tasks and facilitate Human resource managers to focus more on the specific tasks that can add more value. Additionally, human resource managers can also focus on the unique abilities and skills needed to address any task (Pillai and Sivathanu, 2020). The automation process of

AI can effectively reduce or minimise errors that were initially caused by employees. AI's ability to better process information can help HR managers to improve their decision-making ability. The specific tasks in the HRM that can be enhanced include time-intensive recruitment processes, identification of the best candidates after scanning, sorting through the CVs of the applicants, and identifying the employees who require additional training (Palos-Sánchez et al., 2022).

Organisations can also accrue benefits from the implementation of AI in the HRM. For companies, it means that they will be able to increase their efficiency and effectiveness because AI can effectively reduce management costs and increase the efficiency of the management processes. AI can potentially look out for candidates who are passively looking for jobs and might not be interested in the current position (Black and van Esch, 2021). Improvements in communication are one of the major benefits because it increases interactions between employees. Additionally, AI can also improve the recruitment processes through the identification and retention of talents (Allal-Chérif et al., 2021).

A company can gain a competitive advantage through the help of AI and automation in HR and several factors contribute to competitive advantage. This includes productivity, innovation, cost optimization, and quality service. Studies have highlighted that automation in HRM through AI can help reduce labor costs, automate repetitive tasks, effective employee management, and increase employee recruitment and retention (Nankervis et al., 2022).

### 2.4.11. Sustainable HRM Driven by AI and Automation

Sustainable HRM is one of the most important aspects of organisational strategy and it is deeply seeded into the core of an organisation's commitment. It is important to state that sustainable HRM is an integration of the sustainable utilization of resources and HRM strategies (Liu et al., 2023). The central or core philosophy of sustainable HRM is environmental stewardship, social responsibility, economic viability, and the triple bottom line. Proper consideration of all these elements allows businesses to focus on the economic returns as well as on environmental and social footprints. Within this context, the role of

human resource management is crucial because it is driven by the sustainable growth of a business and promotion of the responsible HRM practices (Aust et al., 2020).

The new concept of sustainable HRM driven by AI has emerged and this concept focuses on the integration of AI capabilities into the traditional practices of human resources management. Sustainable HRM driven by AI mainly utilises principles of sustainable HRM and the power of AI and it provides practices, policies, and strategies that can reduce ecological, social, and financial impact. The main improvements that are brought by AI include significant improvement in the recruitment processes with the help of AI algorithms which are highly advanced. These advanced AI algorithms can screen the most capable candidates through the database of resumes and select the candidates whose profiles match the requirements of the organisation (Hossin et al., 2021). AI tools are also cost-effective because they reduce travel costs, and the costs associated with conducting interviews. After the initial phases are over, the platforms driven by AI can also actively train and develop future employees by focusing on environmental, consciousness and promotion of green skills. The AI role in HRM does not end here, it also includes performance evaluations, guiding the feedback process existing in the companies. AI not only offers performance evaluations but also focuses on how environmental problems can be handled through creative measures, healthy living, and sustainable practices (Gupta, 2021).

HR practices driven by AI and automation can help elevate employee abilities through career development opportunities, and personalized learning experiences. For example, AI can effectively analyse an employee's learning needs and along with it design personalized learning programs for that employee. Thereby employees can improve their competencies and skills through such programs (Böhmer and Schinnenburg, 2023). AI also can help in motivating employees because AI can assist in identifying the most efficient employees and also reward them in real time. Additionally, AI can go the extra mile to provide feedback to the employees and also create an effective and engaging work environment for such efficient employees. Hence, employees will be intrinsically

motivated, and job satisfaction of the employees can increase significantly (Jia and Hou, 2024). AI, when integrated into the HRM can also create new means and ways for the employees to improve and excel in their work by focusing on collaboration, optimization of work processes, and emphasis on data-driven decision-making. For example, tools driven by AI can help employees focus on creative and strategic work, carry out automation of routine tasks, suggest new means of improvement, and also identify gaps in the flow of work (Lu, 2019).

### 2.4.12 Integration of Humans and Artificial Intelligence

Artificial intelligence has a history of improving and enhancing fundamental cognitive skills, and physical abilities. Technology has evolved and is changing at a fast rate, which is now enabling the enhancement of human intelligence. This led to the creation of new opportunities as well as new challenges for HR management. Advanced AI technologies have become more capable, and they have now transformed several HRM practices and functions (Prikshat et al., 2023). Compliance-related functions of HRM include adherence to ethical and legal standards and it is important to ensure that the organisation's operations comply with the regulations. The culture-related functions of HRM revolve around the promotion of good behavior and actions, collaboration, and maintenance of organisational culture (Dwivedi et al., 2021). Therefore, the integration of AI into HRM depends mainly on factors such as human, business, and technology. It is important to mention that the integration of AI into HRM is also dependent on market demands. These factors have differing degrees of impact on the integration of AI in the HRM. The digitization process of HRM requires proper alignment with the business functions and it is important to review the implementation of AI in the HRM (Frick et al., 2021). HRM digitization requires careful management of risks so that business functions can be aligned, and this makes it necessary to review the stages of AI implementation (Uren et al., 2023). HRM functions play a significant role in humanizing artificial intelligence in the workplace. The technical solutions developed by artificial intelligence within the workplace are employee-centric and the main objective is to facilitate collaboration between machines and humans. Ignoring the human-centric approach not only affects the

workflow but also negatively impacts the integration of AI into the HRM. Additionally, improper AI integration can minimise the benefits of data-driven decision-making and can negatively impact sustainable HRM. Inefficient AI integration can also increase chances of loss of job, recruitment bias, reduced trust in AI, and increased privacy concerns. These are some of the concerns that artificial intelligence will face now and even in the future (Arslan et al., 2022).

According to Einola and Khoreva (2023) the integration of humans and AI could occur to various degrees. As on date, a majority of the human-AI integration concentrated on the co-existence of humans in tandem with AI, were AI and humans function as distinct entities. Recent developments in the domain of AI concentrate mostly on human-AI integration, where machines and humans mutually arrive at decisions. This is frequently referred to as human-in-the-loop (HITL) (Monarch, 2021). In the next phase, practices of HR concentrate on bringing machines and humans closer through an integration of AI within day-to-day functions of employees (Rydén and El Sawy, 2022), personalizing the experiences of employees, and their learning (Bulut and Batur Dinler, 2023), and identifying and harnessing mechanisms of human-AI interactions at the workplace. If empirical data is taken into account, organisations that have largely integrated AI within their functioning, already differentiate themselves through a deep integration of AI within their operations, harnessing it not only to reduce costs but to improve organisational design and HR functions (SCHÖNBERGER, 2023).

(SCHÖNBERGER, 2023) state that such an extensive use of AI in improving organisational design and creating new value propositions sets high AI performer organisations apart, exhibiting a highly integrated and strategic application of AI in their organisations. With the integration of machine systems, management of organisational culture would undergo an evolution too. Shifts in styles of leadership would most possibly happen as an outcome of the changing employee dynamics influenced by implementation of AI (Peifer, Jeske and Hille, 2022). In the next phase, organisations would move over high-level regulations for anticipating and executing highly prescriptive guidelines and

controls. This phase would be attributed by meeting not just present regulations but would also prepare for future regulations structured to tackle the distinct challenges presented by AI (Hadfield and Clark, 2023). state that compliance also has a robust role to play in responsible human-computer interaction (HCI) design and human-computer responsibilities and liabilities (Rakova *et al.*, 2021).

### 2.4.13. Factors that Influence Automation and AI in HRM

**Organisational readiness and organisational culture**: Organisational readiness and culture are the two biggest factors in determining failure and success relating to the implementation of automation and AI in HRM (Ekuma, 2024). It is important to state that organisations/businesses that focus on continuous learning, agility, and innovation are more inclined to adopt AI-driven processes and tools. Studies have highlighted that organisations that have already attained a stage of digital maturity are in a better position to embrace AI and other digital technologies. Such organisations already have a ready infrastructure, and the workforce also gives the required skills and capabilities to embrace the new and advanced AI technology (Brynjolfsson et al., 2021). Organisations that have a higher level of digital experience and maturity are in a better position to capitalize on the benefits of automation and AI in HRM (Liu and Lei, 2023). Research has stated that organisations are even shifting to invest more in new systems, new technology infrastructure, and change to adapt to the digital landscape. Subsequently, organisations are seen to invest more in cybersecurity, focus more on the culture of innovation and digital literacy, and invest in cloud-based platforms (Man, 2020). Studies have revealed that organisations that put more emphasis on these advanced technologies are AI-ready and can effectively integrate AI technology into the HRM (Masriadi et al., 2023).

**Ethical and regulatory considerations**: The increasing emphasis on ethical and regulatory considerations highlights the integration of AI technology into HRM. The automation and implementation of AI in the HRM raises several ethical and regulatory concerns and issues which include transparency, algorithmic bias, and data privacy. If employee data is used extensively without much control, it can raise severe data privacy-

related issues and increase the chances of data breaches several times (Rotatori et al., 2021). The usage of AI in the HRM that is trained on the biased data can effectively increase the chances of biases in the AI algorithms. Additionally, it can also increase the concerns linked to accountability and transparency. Therefore, organisations need to focus on complying with regulations and laws. Best practices relating to the usage of AI should be adopted to ensure the ethical usage of AI in HRM (Kim, 2022). To ensure that organisations comply with ethical guidelines and laws, strong data protection measures must be implemented in organisations such as the General Data Protection Regulation (GDPR). Additionally, organisations must also ensure they conduct an annual audit of the AI tools and technologies to ensure potential biases are identified and employees are treated fairly under all scenarios (Panda et al., 2023). It is essential for business organisations to gain acceptance and trust from the employees and facilitate justifications for decisions driven by AI. This will promote an environment of fairness and transparency (Thite, 2022). Furthermore, a business organisation must also focus on communication channels that promote clear communication because it helps in fostering fairness and transparency among employees. The HRM professionals must also stay updated about the ongoing AI usage and the several debates surrounding it (Rodgers et al., 2023).

**Workforce and technology competence**: The successful adoption and integration of AI tools and systems into the HRM depends on the skilled workforce and how effectively the workforce is capable of leaving the AI capabilities (Torraco and Lundgren, 2020). Studies have highlighted that it is important for organisations to identify the skill gaps of the employees, develop learning/training opportunities, and create a continuous learning environment. Such steps are essential for organisations to keep on excelling in a dynamic environment. Hence, organisations must focus on reskilling and upskilling the employees and employees must also develop competencies regarding the usage of AI. HRM professionals can play a major role in employee upskilling, and they can use the learning platforms that are driven by AI to support the development of employees and facilitate collaboration (Bennett and McWhorter, 2022). Organisations can focus on certain skills like employee adaptability, problem-solving ability, and raising digital competency

because these skills can help in achieving the AI integration process in the HRM. These skills are highly crucial in this era of automation and AI, and it is essential for organisations to focus on these skills to thrive in a challenging environment. Hence, active engagement with external partners, focus on employee training, create development opportunities, and innovative learning methods can help organisations in their endeavor to adopt AI technology and tools (Jaiswal et al., 2022).

### 2.4.14. Mechanism that Drives Automation and AI in HRM

**Cost-effectiveness and efficiency**: Studies have stated that AI-driven tools and technologies significantly improve HRM efficiency and associated cost-effectiveness. It is important to state that automation and AI are both highly capable of increasing work productivity, streamlining various HRM functions, minimizing human error, and carrying out automation of repetitive tasks (Meister and Willyerd, 2021). Such improvement achieved through AI can significantly reduce costs and minimise resource usage through HRM initiatives. Hence, integration of automation and AI in the HRM can provide significant advantages over reduction in costs, and increased efficiency and this makes advanced technologies highly attractive for organisations (Harrison et al., 2020).

**Adaptability and personalization**: Adaptability and personalization are the two main features offered by tools driven by AI and they allow HRM professionals to curate solutions as per the needs of the individual employees (Huang and Rust, 2021). Within the context of HRM, an adaptive learning environment for the employees can assist and guide employees in reaching their full potential and can gain more skills and knowledge from the personalized learning environment. The main argument is that both adaptability and personalization are the two means through which automation and AI can help HRM experience positive outcomes. It is important to mention that personalization can help employees get into an effective and engaging learning environment, employees gain more satisfaction, and it can result in better skill development (Kim, 2022).

**Decision-making based on data**: Automation and AI in the HRM process helps organisations to make evidence-based decisions, informed decisions, and data-based decisions. Predictive modeling and AI-driven analytics can be utilised by HRM professionals so that better data insights can be gained on workforce tendencies, skills advancement, engagement, and employee performance. Organisations can achieve better results by focusing on positive performance and data-driven decision-making (Rožman et al., 2023).

### 2.4.15. Outcome of Automation and AI on HRM

**Improved organisational performance**: Studies have shown a positive relationship between the HRM and the adoption of artificial intelligence, and an improvement is noticed in organisational performance. Various HRM functions driven by AI can help organisations enhance their functions and it can also assist in talent development, talent acquisition, and increased levels of productivity (Bhattacharya, 2021). Different AI-driven tools can streamline time-consuming and boring tasks. This enables employees to focus on the tasks that require critical thinking, creativity, and more time and energy. Additionally, artificial intelligence can also help organisations make effective decisions based on predictive analytics and data analysis. In the context of talent development and talent acquisition, AI can effectively sort out the best candidate for a job by scanning through large pools of data which can potentially include social media profiles, job descriptions, and resumes (Albert, 2019). The benefits of AI-driven HRM functions are not just limited to talent development, talent acquisition, and decision-making. Rather, the integration of AI into the HRM helps organisations attain improvement in employee retention, and employee engagement through personalized employment opportunities and personalized learning. Artificial intelligence in the HRM can also promote inclusion, equity, and diversity in organisations through the total removal and minimization of bias in the performance management process and recruitment processes (Alqahtani et al., 2022).

**Employee satisfaction**: AI-driven tools in HRM can also help in increasing employee satisfaction in different ways. AI-driven tools carry out fair decision-making,

enable a transparent feedback process, provide objective feedback, and also facilitate personalized learning experiences for the employees. The most important potential of AI-driven tools in HRM includes improvement in employee job satisfaction, increased employee commitment, and increased employee motivation. However, there are some associated drawbacks which include issues of privacy with the usage of employee data and the potential issue of increased employee stress levels (Ekuma, 2024).

**Upskilling of the workforce**: Automation and AI can reshape the workforce upskilling and workplace, and it raises important concerns. Implementation of AI-driven tools and technologies into the HRM can lead to an increase in workforce upskilling. Organisations that are planning to improve and enhance their employees through upskilling are focusing on training programs. This is done to compete with other organisations and stay ahead of the competition. AI-driven tools and automation are getting increasingly popular, and more organisations are planning to embrace them. It is important for employees to develop new competencies and new skills that will work along with the technologies effectively (Lang, 2023). Studies have indicated that automation and AI in HRM focus on the enhancement of employee skills. This is accomplished through the identification of areas that are still lacking in an organisation, employee empowerment, improvement and development of enhanced learning experiences, and more investments in the development of the employees. It is important to mention that the employee upskilling program can potentially include emotional intelligence, leadership, effective communication, problem-solving skills, and improvement of technical skills. The improved and enhanced skills of the employees can help employees to increase their chances of employability and career progression in a competitive job market (Rotatori et al., 2021). Along with enhancement of the workforce, automation and AI-driven tools in HRM can also reshape the skills required by HRM professionals. Recent studies highlighted that integration of AI-driven tools and technologies in the HRM necessitates the HRM professionals to gain change management skills, application of artificial intelligence, and data analysis. These skills are effective for HRM professionals to drive an organisation toward digital transformation (Kim, 2022).

### 2.4.16. Rise of AI in HRM and Job Displacement and Need for Upskilling

Artificial intelligence is a highly capable tool that can automate different kinds of tasks that were previously executed by humans. The rise of AI and increased reliance on the potential of AI have created uncertainties for employees and led to increased job displacements. It is necessary for organisations to be prepared for the shift toward AI integration and there is a need to create more work opportunities in emerging industries (Rawashdeh, 2023). The increase in AI adoption in organisations has caused significant changes in the existing job market. The concerns of job displacement are on the rise owing to the increased capabilities of AI and its potential to carry out tasks that were previously done by humans. However, it is important to understand that integration of AI into the workforce does not displace existing jobs, but rather enhances the capabilities of the workforce. There will be jobs that will be automated, and this shift will also bring new demands for skills and create more new opportunities. It is imperative for the workforce to learn new skills and keep themselves updated and prepared for the change in the job market (Morandini et al., 2023). It is important to identify the potential areas where AI technology and human expertise can complete each other. Specific jobs that require problem-solving, empathy, complex decision-making, and emotional intelligence will be entirely automated through AI. However, promoting a culture of adaptability and lifelong learning can help individuals embrace the shift in technology. Organisations need to invest more in research and development in the field of artificial intelligence. If organisations capitalize on the emerging field, then it can also create a sustainable future for both the workforce and AI (Idrisi et al., 2024).

There are several approaches such as occupation-based methods, skill-based methods, and task-based methods that can help in identifying and measuring the impact of job displacement due to artificial intelligence (Chen et al., 2022). The need for upskilling arises from the idea that AI advancement will the human capabilities and this will result in a significant shift in outcomes and operations. The era of artificial intelligence and a greater scale of technological shift has necessitated the need to develop specific skillsets for

redefining the job and working in tandem with AI-driven technologies and tools in a work environment. In the current scenario, multinational companies have highly knowledge-intensive interfaces that are driven by highly skilled employees and AI-driven tools (Jaiswal et al., 2022).

The technological skills that are in high demand in organisations that are embracing AI include data analysis skills. Huge amounts of data are generated every day due to client interactions, user interactions, social media, the internet, and also from public sources. The interconnection between the data generated from multiple sources can be used as big data (Madugula et al., 2023). This data can be used in real-time and at high speeds. The data is also available in different structures and formats. This vast amount of data is used in data analysis and is extensively used by the IT industry. The various programming languages that are used to carry out data analysis include Tableau, Power BI, and Python. To handle such programming languages and data analysis, skills in data analysis are required and this necessitates the need to upskill the workforce. The data analysis skills included installing the data structure through analysis and extracting meaningful information that can help in decision-making (Zhang et al., 2023).

The second skill that is in demand by many contemporary organisations and most industries is digital skills. Companies are looking to create a robust ecosystem by integrating the digital and the physical world. As the economy continues to move toward a process of digitization. This requires enhanced and efficient security systems that can be automated at reduced costs. Hence, the employee must focus on acquiring digital skills that include cloud automation and intelligent automation, automation of robotic processes, runtime applications, and cybersecurity (Nikou et al., 2022). The third skill is the complex cognitive skills that are required to handle data with varied structures and formats. Cognitive skills are required to process the interpretation of data, visualization of data, and extraction of meaningful information from the data. Most organisations focus on training and developing their employees so they can gain high order thinking skills. The specific

skills that are required to process complex information, critical thinking, and cognition development include story building, and design thinking (Nye et al., 2022).

This is followed by decision-making skills, and it is required in organisations to make effective and strategic decisions for the enhancement of business performance. Decision-making skills are in high demand because strategic decision-making is dependent on the usage of power data. It is important to mention that decision-making can be subjective and is prone to be affected by biases (Melović et al., 2021). Critical decision-making is crucial in organisations because it is done in real time, and the decisions are meant to address business disruptions. Hence, employees need to be trained to make decisions that are evidence-based, rational, and devoid of biases (Deep, 2023). The fourth skill is the continuous learning skill, and it is of high importance in a highly challenging and dynamic technological era. It is important to mention that continuous learning is a major skill that can be used by employees. Continuous learning skills are highly essential in a dynamic condition, and this helps the employees to stay relevant to the current work situation and hinders them from becoming obsolete (Torresan and Hinterhuber, 2023). Companies organize continuous learning programs that help them to accrue skills that are domain specific. Some studies have recommended that .NET and Java in full-stack development are highly important continuous learning skills (Bahrehvar and Moshirpour, 2022).

## 2.5 Challenges and Opportunities in Integration of AI within Human Resources

### 2.5.1 Challenges

Regardless of the apparent gains in terms of efficiency that AI offers organisations, HR departments are confronted with new pressures linked with balancing such efficiencies while harmonizing human workforces. AI continues to be a substantial source of concern for the workforce within several workplaces (Palos-Sánchez *et al.*, 2022). Similarly, (Frick *et al.*, 2021) are of the opinion that fear of job loss, bias in recruitment, trust of humans on machines (Gillespie, Lockey and Curtis, 2021), ineffective human-machine incorporation (Arslan *et al.*, 2021), and incomplete understanding of managers and its impact on

employee outcomes (Castellacci and Viñas-Bardolet, 2019), current AI regulatory frameworks being too wide to tackle the nuances of AI usage from the context of employment (Chowdhury *et al.*, 2023), privacy of data (Bodie, 2021), and absence of human consideration within AI decision-making (Mazarakis *et al.*, 2023), are a few of the foremost common problems that HR has is confronted within in terms of AI.

The integration of AI into human resources can contribute to employee burnout and some employees may be worried about being replaced by AI in the future, creating a sense of job insecurity and career anxiety (Kong et al., 2021). Several operations and functions conducted by HRM will now be dehumanized because of AI integration. Several HRM functions will now be carried out by machines such as chatbots. Hence, this means that employees need to be trained in technological fields to stay relevant. It is important to highlight that technology-related stress can arise due to the persistent usage of AI technologies (Malik et al., 2021). Highly qualified personnel are needed, and they should be highly skilled to keep up with the advanced development in the field of AI technology. The high implementation costs of AI can be overwhelming for companies. Subsequently, a major challenge can include biases arising from the usage of a small quantity of data. Additionally, companies have to experience increased rates of risk from data breach (Soleimani et al., 2021).

The implementation of AI in human resources management can be highly problematic and filled with various challenges. The challenges can be conceptual and practical because when the data analysis is applied to humans, it can lead to conflicts. The first major problem is the complex outcomes of the implementation of AI in HRM. The complexity can include the concept of a good employee, various associated dimensions, most commonly used metric to measure the qualities of a good employee. All these are highly difficult and can include a wide range of reliability issues and problems due to the presence of bias. Any complex job is dependent on the other types of jobs and the group performance cannot be differentiated from the individual performance (Mariani and Lozada, 2023). The data sets used within human resources can be very small as per the data

science standards. The number of employees working for a large business entity can be small in comparison to the number of purchases made by their customers. It is important to mention that the prediction of rare outcomes can be ineffective because techniques of data science can perform poorly under such scenarios (Tambe et al., 2019). The decisions of human resources on when an employee is hired or fired can have a significant impact on individual employees. Such scenarios can include a legal framework based on which decisions are made. However, the main concern is the explanation and justification of the practices. Employees on the other hand can react differently to algorithm-based decisions (Leicht-Deobald et al., 2019).

Furthermore, challenges can be several in the phase of human-AI integration. A few of the challenges that HR will be confronted with during the phase of integration would be job and role design challenges (Sampson, 2021), human and AI cross-functional team issues (Arslan *et al.*, 2021), responsible design (Bankins, 2021), ethical issues with regard to decision-making (Flathmann *et al.*, 2021), cultural variations (Herrmann and Pfeiffer, 2022), and suitable governance and oversight (Wu, Huang and Gong, 2020). The key challenges that HR is confronted with would revolve around re-skilling and up-skilling of employees, challenges in AI solution design and integration, and delineating responsibility amongst machines and humans.

### 2.5.2 Opportunities

The crucial role that HR can play in rendering the use of AI highly human-centric is at the outset through the provision of opportunities for training and development to decision-makers within an organisation, regarding the way in which AI works, and how AI can be utilised such that it offers advantages for employees while impacting organisational outcomes (Malik, Budhwar and Kazmi, 2023). Similarly, (Huang, Rust and Maksimovic, 2019) have posited that in order to tackle trust-related issues within AI, HR professionals could play a rather proactive role in tackling concerns related to job transformation, AI training (Chowdhury *et al.*, 2023), professional identity (Mirbabaie *et al.*, 2022), and have employees involved in the process of decision-making (Bankins *et al.*, 2022). (Park *et al.*,

2021) state that overcoming concerns and fears of employees would be vital for deploying AI for achieving success at the workplace and to recognize more impactful ways to execute AI in later phases. Every single concern is also known to have an impact on the culture of an organisation. With the entry of a large number of machines within the workforce, substituting humans, questions arise regarding the changing cultural dynamics within organisations (Frangos, 2022).

Within the context of HRM, planning is highly important, and it has strategic importance in the initial part of human resource management. It is important to mention that HR managers use artificial intelligence tools and technologies to attain strategic planning through effective decision-making. Various tools for gathering knowledge and data mining are conducted on a large scale to attain strategic planning and the data are collected from both external and internal sources. Such a process helps in making an information summary and it is necessary to have an overview of the current state. Additionally, the collected data is of great importance for HR managers, and it helps carry out evaluation, prediction, and adjustment to an organisation's future management (Kumari, 2021). Choosing and recruiting candidates is one of the opportunities for AI in HRM because AI provides decision support through which the recruitment process can be completed in less time. In both the recruitment and selection process, AI-driven tools can be of high importance and can proficiently carry out the recruitment process. The AI model for the recruitment and selection system can be trained using expert systems, case-based systems, artificial neural networks, and fuzzy logic. Additionally, virtual assistants can be developed that can address queries posted by the candidates. The AI will also carry out an analysis of the candidate's talents and actions and match them against the needs of the organisation (Jatoba et al., 2019). In the context of recruitment and selection, artificial intelligence-driven tools can create an ideal model of a candidate through sourcing information from the past. The data can then be used to compare candidates on the basis of experiences and tests. This approach can be helpful in the analysis of each candidate and whether they are the fittest for a vacant position (Jha et al., 2020).

Compensation management is another important component of human resource management. It is important to mention that compensation is directly associated with employee performance. A perfect management compensation system can help in increasing employee productivity to a great extent. A highly effective compensation management system is capable of supporting the performance of a group of employees or individual employees. The usage of artificial intelligence can ensure a fair compensation system for employees who are highly performing. An intelligence decision system can be developed with the help of artificial neural networks that can take data from big data to form a fair compensation system within an organisation (Tewari and Pant, 2020).

Within the technocratic phase of AI-HRM execution and use it is imperative to build and foster a culture of organisational innovation (Ransbotham *et al.*, 2021), collaboration (Fountaine, McCarthy and Saleh, 2019), and impactful change management (Pumplun, Tauchert and Heidt, 2019). From the perspective of compliance, organisations need to commence by developing their policies pertaining to AI in order to ensure compliance with the present high-level guidelines of human-centric AI regulations (de Laat, 2021). AI-related policies act as a vital base extending support to AI implementation and use within organisations, sustain ethical benchmarks, and develop trust with external and internal stakeholders (Sjödin *et al.*, 2021). Lastly, HR could also function as an interface among employees and developers to enable addressing the absence of human considerations when AI arrives at vital decisions regarding firing, hiring, and allocation of rewards (Malik *et al.*, 2023).

### 2.5.3 Research Gap

Irrespective of the increasing interest of AI within business and human resources, there is scant understanding about the challenges and opportunities of AI in terms of enhancing HR functions and offer positive results for an organisation on the whole (Castellacci and Viñas-Bardolet, 2019). In addition, there is a dearth of knowledge regarding the interaction between humans and AI and the way in which HR can bring machines and humans together (Arslan *et al.*, 2021).

According to Stefano and Wouters (2022) an absence of human consideration within HR tech design and execution could prove to be a barrier to AI digital transformation initiatives, while restricting humans from trusting AI-driven procedures and tools. This research will make an attempt to overcome this gap by presenting a modern and forward-looking viewpoint to the strategic and human-centric role that HR assumes within organisations as AI becomes more and more integrated in the workplace.

## 2.6 Summary

This literature review regarding 'The AI-Powered Evolution of Human Resources: Transforming Workplaces for the Future' delved into the interplay of HR and AI in the modern era. It showcases the evolutionary role played by HR in the age of AI, stressing upon the necessity for adapting and transforming to cater to the demands of the future workforce environment. The main aspects that were captured through this review comprise the incorporation of AI within HR functions, which included performance management, recruitment, and employee engagement. The role of AI in HR has been deliberated in terms of its scope to improve decision-making, streamline procedures, while optimizing resource allocation.

This literature review also recognized challenges linked with incorporation of AI within HR practices, which included concerns related to recruitment bias, data privacy, and displacement of workforce. Nonetheless, it also indicates opportunities like cost savings, improvement in efficiency and the capability to concentrate HR efforts on strategic initiatives. In addition, the literature underlined the significance of ethical considerations and oversight of humans in AI-driven HR procedures to ensure accountability and fairness. It warrants the need for proactive measures to tackle skills gaps, reskilling, and upskilling HR professionals to harness AI technologies in an effective manner. On the whole, it has been emphasized through this review that the necessity for HR to adopt automation and transformation in tandem with the evolving nature of work, harnessing AI to foster innovation and cater to the needs of the workforce in the future.

# CHAPTER III: RESEARCH METHODOLOGY

## 3.1 Introduction

Currently, the integration of automation technologies has influenced industries across the globe, and none has been more affected than the human resource management (Sharma et al., 2023). Since businesses are starting to prepare for the future work system, it has become pertinent to determine the extent to which human resources are being automated and the significances of such automations for the workforce (Kolade & Owoseni, 2022). This research is concerned with these changes, looks at how these changes affect the practices of human resource management, and how organisations align themselves to these changes with the aim of operating efficiently.

Research methodology is used as a background in carrying out empirical research by providing a framework within which data is collected and analysed. It makes the research process to be both reliable and valid and helps the researcher to have clear guidelines on how to accomplish the goal of the study (Sileyew, 2019). In this research the key concern is how the concept of automation is applicable to the HR functions and how it may equitably meet the demands of the future workforce.

The chapter will describe the methodology, and the techniques used in the study and the population on which the data was collected from the practitioners in the HR industry across different organisations. These decisions have been deemed the best fit for this study to afford the research resistance to ambiguity and ability to accommodate a variety of issues of automation and transformation of human resources in the current changing workplace. In fact, the purpose of this chapter is to provide an insight into the research design and the approaches used in conducting the study so that the subsequent analysis and conclusions will have a strong foundation.

### 3.2 Research Design

Research design can be described as the roadmap for a study, which describes approaches that are most effective in collecting, analyzing and interpreting research data to enhance an effective response to the research questions (Faludi et al., 2020). Creswell & Creswell, (2018) defines research design as a whole plan that a researcher develops to ensure that various elements in his or her study are well coordinated. It helps in ensuring that the research problem is solved appropriately, data is collected systematically, and the results analysed to draw useful conclusions. In the case of this research on automation and transformation of human resource management, clear research design is essential in capturing the two sides of the subject: technological processes and human perspectives. The research is executed based on two designs - exploratory and descriptive designs.

#### 3.2.1 Explorative Research Design

Exploratory research design is the method that is used by a researcher to discover information and become acquainted with a subject when there is very limited information or literature available (Park et. al.,2022). It is rather informal and open and provides the researcher with a chance to get to key questions and develop hypotheses or concepts for further study. Exploratory design is used in this study on human resource automation and transformation to uncover trends and technologies emerging within the domain and the first impressions of reopeners on automation in the context of the future work (Aspers & Corte 2022). As such, this broad design serves to initially scope out the areas where more rigorous and systematically sound study could be conducted. Thus, the use of an exploratory research design is justified as it offers immense value in acquiring an understanding about what would happen, ask questions, gain new insights, and evaluate the phenomenon from a distinct perspective.

#### 3.2.2 Descriptive Research Design

Descriptive research design is a broader approach to describing characteristics or functions of a certain phenomenon on the other hand. Its aim is to provide the state at which

the elements are currently defined and to measure characteristics of the studied population. To determine the level of adoption of HR automation, and analyse demographic data, as well as perceptions across various industry segments, thus complementing the exploratory, quantitative methodology is used in this study. Another advantage of the study is that the exploratory model is combined with the descriptive design, thus, the study enjoys in-depth information and empirical evidence that improve knowledge on HR transformation altogether.

Thus, the use of a descriptive research design is also significant in terms of elucidating the attributes and data pertaining to the population being investigated. Timans et. al.,2019 opined that very often there would be hypotheses in research which are by nature descriptive, but they also have the scope to be tentative and speculative. The descriptive facet of the research design that has been applied to this specific research would offer specific inputs regarding specific research areas while enabling the researcher to establish relations between the variables that are being investigated (Jacob & Cornelius, 2022). Keeping these factors in mind, this research opted for an exploratory as well as descriptive research design to analyse human resource automation and transformation for aligning with the future of work scope.

### 3.3 Research Philosophy

Research philosophy can be described as the beliefs or assumptions that under lie knowledge creation and its acquisition in a particular study (Kirongo & Odoyo, 2020). It constitutes the research paradigm that facilitates when collecting, analyzing, and interpreting data. Saunders, Lewis, and Thornhill group research philosophies into the following types: Positivism, Interpretivism, Realism, and Pragmatism (Arbale & Mutisya, 2024). These philosophical paradigms provide diverse assumptions about how research should be done, and how the knowledge should be developed. From the theoretical framework of this study focusing on human resource automation and transformation, positivism and interpretivism research paradigms are used to examine both the physical automation and human perceptions of the change by human resource professionals.

### 3.3.1 Positivism

The positivist philosophy is based on the understanding and perception of reality, which can be measured and quantified (Park et al., 2020). Positivism focusses on cause and effect easier determined via statistics where it will show patterns that are objective rather than presenting from the bias of an individual (Alharahsheh & Pius, 2020). In this respect, knowledge is based on observation and data collected from the actual environment and must be proven statistically. The quantitative part of the study employs the positivist research paradigm to analyse structured questionnaires completed by 350 participants. The surveys contain questions which are closed-ended and are related to the implications that automation holds for the current processes of HR, in an endeavour to get numerical representation for a whole population. From the above quantitative research questions, statistical measures of automation, impact on human resources processes, and degree of fit with future work patterns will be derived.

Given its capability to design hypothesis and arrive at measurable conclusions, positivism is appropriately applicable to the quantitative part of this research. As Park et al., (2020) suggests, positivism is associated with deductive logic involving the general theories along with the observations. Therefore, considering the positivist stance of this research, the main purpose of the research is to provide straightforward answers to the questions associated with the extent of adoption of HR automation as well as the changes it is encouraging in the sphere of HR across different industries (Tschang & Mezquita, 2020).

### 3.3.2 Interpretivism

While the interpretivist philosophy of research concentrates on the meanings and the construction that people give to their experiences. Interpretivism is concerned with an understanding of human behaviour within a particular context as participants' constructing their own world due to their interactions and perceptions of such. Interpretivism is useful in a study when what is being researched is elaborate and conditioned events that cannot

be measured (Pervin & Mokhtar, 2022). In the qualitative part of this study, interpretivism is used, and 15 HR professionals are interviewed using semi-structured questionnaires. Such interviews enable the researcher to question the respondents, gather information on the issues they face, the beliefs they have about the change, and the experiences they undergo due to the introduction of HR automation system that may not easily be addressed using quantitative analysis.

This research focuses on the subjective experiences of the participant and their particular responses to economic changes, consequent upon the advance in technology of automation, entailed the use of an interpretivist technique in the qualitative portion of the study. As Cropley (2023) noted, interpretivism permits deeper understanding of the social, organisational, as well as individual aspects of a phenomenon; this last aspect is not considered in quantitative methodology of research. Such an approach is very useful to examine the individual and organisational pressures that are experienced by the Human Resource professionals as well as the way they deal with the transition of the HR activities.

An integration of positivism and interpretivism in this research corresponds with the overall mixed-methods approach of the research, aimed at capturing factual and phenomenological data. Through combining these two philosophies, the study is well positioned to give a better understanding about the topic. The positivist philosophy will help the research to generalize the findings with regards to the nature and extent of relationship between automation and HRM practices and impact which has been established through the statistical results; and the interpretivist philosophy that will provide a richer insight into the reactions, perception, and adaptation mechanism of the HRM practices due to automation by the respondents.

This holistic consideration of the HRM process from two philosophical perspectives is suitable for research based on such complicated and diverse subjects as human resource automation. Thus, automation in HR includes also radical changes in human behaviour, perception of technological tools, and organisational change management. By combining both positivist and interpretivist paradigms, this study fills the

gap in terms of "what automation is doing", as well as the "why and how these changes are being felt and responded to by HR professionals".

### 3.4 Research Approach

Research approach is the way in which a study is executed through the conceptual framework as well as collecting, analysing and interpreting data (Luft et al., 2022). The research approach defines the way in which the researcher interacts with research questions and kinds of conclusions made from the data. As Saunders et al. (2019) point out, there are two primary approaches to research: inductive and deductive. These approaches are philosophically oriented differently and used for various reasons according to the kind of study being done. For the current research on human resource automation and transformation, both the inductive and deductive research frameworks are used so as to exhaustively investigate the phenomenon under focus.

#### 3.4.1 Deductive Approach

Deductive approach is known is generally aligned to positivist research philosophy though it involves the process of theory or hypothesis testing. Induction works the other way round; researchers carry out a study, and from the data collected they develop a theory or hypothesis. In the present research, deductive approach is used in the quantitative part of the research and as an initial theoretical framework regarding the role of automation in human resource management and aims to derive specific hypotheses about the future of HR automation (Ochmann & Laumer, 2020).

#### 3.4.2. Inductive Approach

The concept of exploration by use of an inductive approach is more in harmony with an interpretivist philosophy as it entails coming up with new theories or insights from the data collected (Harris, 2019). Induction applies data to support a general conclusion for a researcher, they first gather some data and look for patterns or themes that will facilitate the general conclusions. In this research, the inductive approach is used in the qualitative part of the research where interviews are conducted with 15 HR professional samples using

semi structured interviews. The aim of this phenomenological study is, therefore, to understand the lived perceptions, beliefs, and behaviours of these respondents in the wake of the rising automation of HR tasks (Arntz et al., 2019).

Inductive analysis helps the researcher to capture the different ways that HR professionals make sense and come to terms with automation particularly in relation to the barriers they anticipate, the opportunities they see and the approaches they take to handling change. Inductive reasoning again becomes significant for the purpose of the present study because it provides for development of hypotheses in totality, which were not imagined at the beginning. These ideas help to understand the type of factors for change of the HR practice through the use of automation at the personal, organisational, and technological levels (Dhanpat et al., 2020). Given this growing research area of human resource automation and transformation for the future of work, the inductive approach is adopted because it reveals data patterns fresh, without formulating hypotheses in advance. The inductive approach of the research is more appropriate here because it aims to identify trends and impacts and depends on data findings, which are constantly changing in the context of developing the HR automation field. Consequently, the patterns, themes, and relationships that can be drawn from the analysed qualitative data of the HR professionals can lead to fresh insights into ways through which automation is reshaping workforce practices and strategies. Such an approach is valuable due to the possibility of finding various insights and allows for grounding conclusions associated with modern HR transformation processes.

### 3.5 Research Methods

Research methods are a term used to describe the method of data acquisition and analysis used in a study. These procedures are postulated as closely related to the physics of the research philosophy and its methodology that a researcher accepts and, thereby, the methods constitute the working techniques for carrying out the research (Sileyew, 2019). The selection of research strategies determines the credibility and dependability of the results and guarantees that the posed research questions are answered methodically as well.

As an aspect of this research focusing on human resource automation and transformation, both qualitative and quantitative data collection methods have been used. This integration enables the study to gain better insight into how automation is influencing the practices of human resources given that it will be possible to both analyse numerical data and interviews' personal information (Zehir et al., 2019).

### 3.5.1 Quantitative Methods

The quantitative method entails an assessment of closed-ended surveys as a means of data collection. This method operates from the positivist paradigm, and its goal is to build hypotheses therefore bringing together empirical evidence that is likely to go through statistical analysis. A questionnaire with 35 records has predetermined questions that are couched in the broad areas of different facets of HR automation including the types of system that organisations have adopted, the efficiency gains of the automated system with references to the future of work trends. This is especially important in quantitative research as it will aid in the generalization of the results and give an idea of how widespread the use of HR automation is, across industries (Zhang & Chen, 2023).

Quantitative methods are convenient in the sense that the work is often based on a survey and the reliability of results increases with the sample size resulting in a high degree of external validity. Surveys are formal and the information is in a structured format; this makes it easy for the person analysing the results of the survey to clearly compare them, depending on different categories, in a bid to get overarching conclusions on the effects of automation. This is because most of the survey questions were closed-ended so that the data collected can be measured and quantitative in nature, hence can be tested statistically. The quantitative method offers the degree to which human resource professionals are implementing automation technologies and the perceived impact of these technologies on HR metrics.

### 3.5.2 Qualitative Method

The comparably less advantageous qualitative approach entails conducting semi structured interviews targeting fifteen HR professionals. This method falls under the phenomenological research tradition and aims at trying to understand from the participants' perspectives how the changes driven by automation affect them personally as HR professionals (Baptista et al., 2020). The interviews used in this study are structured, but they allow the researcher to come up with broader questions which can lead to free-flowing answers but also there is the smart bar that enable the researcher to delve deeper into a specific segment of the study depending on the responses of the participants (Rana & Sharma, 2019). This qualitative method is useful to get specific details, or information that could be case related and may not surface when using the format of the survey.

Regarding the qualitative approach, the use of semi structured interviews is flexible with a number of benefits to the researcher (Saunders et al., 2019). The researcher is able to raise issues that are likely to come up in the course of the conversation. Because it is a qualitative research approach, it is possible to come up with detailed information that reflects on the nature in which human resource professionals perceive and react to automation. It consists of questions about the emotional and organisational impact as it involves the HR function, the perception that professionals have about the pros, and cons of automation, and how they are managing the transition of various human resource functions.

### 3.5.3 Mixed Method

Mixed methods research is an approach where research includes both the quantitative and qualitative for use within a single research process. Mixed method research combines both qualitative as well as quantitative data collection as well as analysis; hence it is a more competent and less biased approach to study phenomena in their complexity (Rana & Sharma, 2019). This approach is useful because it allows the researcher to write research questions, which cannot be addressed adequately using

qualitative and quantitative research methods, thereby providing both width and depth approaches.

Therefore, the use of mixed methods in this study on 'The AI-Powered Evolution of Human Resources: Transforming Workplaces for the Future' is a resolution of the complex research problem. The quantitative survey method is useful for understanding the scale and scope of how automation is influencing HR practice and practice across industries. For purposes of data triangulation, the qualitative interviews give in-depth, subjectively rich first-person accounts of HR staff. This tandem guarantees that the research analyses both the automation's quantitative gains and the qualitative costs on individuals and organisations, making a complete sense of how HR automation fits into the future of work (Vardarlier, 2019). The application of both quantitative and qualitative research methods enhances the reliability and richness of the result while at the same time the study comprehensively examines the problem from various perspectives for improved conclusions.

### 3.6 Target Population

The target population in research means the entire population which a researcher wishes to make generalizations from. A sample refers to actors possessing characteristics of interest in the study, and since they are the building blocks of the study, they are important (Luft et al., 2022). As for the research on 'The AI-Powered Evolution of Human Resources: Transforming Workplaces for the Future', the target population encompasses human resource professionals in charges of implementation or implicated in HR automation processes across every sector. This population was selected because they provide a practical and current perspective on the use of HR automation technologies, their responsibilities in managing organisational change, and in positioning HR to respond to trends in the future of work.

These HR professionals hail from industries that are pioneers in the use of automation tools as a way of improving their practicability and efficiency as they compete

in a challenging market. Employment sectors like IT, manufacturing sectors, the healthcare sectors, the financial sectors, the retail sectors, and the service sectors are some of the priority sectors because these sectors require great implementation of the new human resource management practices in a large employee population. Another important factor derived from the two industries is that the professionals working on these technologies have practical experience of automation tools like Artificial intelligence / Machine learning / data analytics / robotic process automation which are basis of future working world (Dhanpat et al., 2020).

This study focuses on the HR professionals to gather diverse views on the automation revolution and the effects of the revolution on HR services that includes recruiting, engaging and managing employees, nominating and appraising employees and employees' data analysis. While these individuals are expected to contribute their understanding of strategy, operations and the technologies within their organisations as automation forms a greater part of daily processes. In addition, it aims at identifying how these professionals view the implications of automation of human resource practices and the potential obstacles, skills deficiency, organisational opposition and opportunities such as efficiency gains and incremental innovation, that exist in adopting this technology.

### 3.7 Sampling

Sampling means the process of choosing a number of people from the target sample for the study. Two distinct sampling techniques are applied to match the different research methods used: purpose sampling for qualitative element and random sampling for quantitative constituent (Vedapradha et al., 2019).

In the qualitative study that includes the administration of semi structured interviews among HR professionals purposive sampling is adopted. This technique is applicable in the research studies where the researcher is in need to identify specific individuals possessing adequate knowledge, experience, and understanding required to pursue further down in-depth analysis of the chosen research theme (Nawaz, 2019). For

this purpose, fifteen participants including Human Resource professionals from various fields are chosen depending on their involvement in automated procedures and as informants of how these technologies are affecting the HR operations.

Random sampling is used on the quantitative research. This approach entails identifying a bigger population of the target population, which entails identifying 350 HR professionals in various industries. Random sampling makes the survey results' generalizability possible across the overall subjects of HR professionals and reduces the overall sample's prejudiced outcomes. At least by using a random approach when coming up with the respondents for the study, the study can increase the chances of getting a broad and diverse sample which in turn can increase the external validity of the study. Purposive and random sampling are used consecutively due to the mixed method approach of the research so that the study is able to draw from the richness of data that comes with qualitative research and the generalizability associated with quantitative data (Langer et al., 2020).

### 3.8 Data Collection

Sampling means the process of choosing a number of people from the target sample for the study. Two distinct sampling techniques are applied to match the different research methods used: purpose sampling for qualitative element and random sampling for quantitative constituent (Vedapradha et al., 2019).

In the qualitative study that includes the administration of semi structured interviews among HR professionals purposive sampling is adopted. This technique is applicable in the research studies where the researcher is in need to identify specific individuals possessing adequate knowledge, experience, and understanding required to pursue further down in-depth analysis of the chosen research theme (Nawaz, 2019). For this purpose, fifteen participants including Human Resource professionals from various fields are chosen depending on their involvement in automated procedures and as informants of how these technologies are affecting the HR operations.

Random sampling is used on the quantitative research. This approach entails identifying a bigger population of the target population, which entails identifying 350 HR professionals in various industries. Random sampling makes the survey results' generalizability possible across the overall subjects of HR professionals and reduces the overall sample's prejudiced outcomes. At least by using a random approach when coming up with the respondents for the study, the study can increase the chances of getting a broad and diverse sample which in turn can increase the external validity of the study. Purposive and random sampling are used consecutively due to the mixed method approach of the research so that the study is able to draw from the richness of data that comes with qualitative research and the generalizability associated with quantitative data (Langer et al., 2020).

### 3.9 Data Analysis

Data analytical techniques of the methods also vary depending on the type of data collected for the study. In the quantitative survey data analysis, both descriptive statistics and inferential statistics shall be applied to find out traits, characteristics, trends, patterns and relationships between aspects under study (Simpson, 2015). The descriptive statistics will serve to describe the collected data and briefly give an idea of the kind of responses to be expected while inferential statistics will enable the researcher to make conclusions of the whole population based on the sampled responses. Methods including regression, correlation, and test hypotheses can also be used in order to understand the nature of the relationship between variables, for instance, the level of the degree of adoption of automation and its impact with perceived benefits (Pandey & Pandey, 2015).

In analysing the qualitative data drawn from interviews, thematic analysis will be the main analysis technique. Thematic analysis is a method of utilizing codes and recognising patterns, or themes, in qualitative information (Dawadi, 2020). Interviews will be taped and later on, the researcher will transcribe and analyse data by coding them in order to generate usual patterns of experiences and perceptions of HR professionals regarding the aspect of automation. This method gives the researcher the opportunity to

understand the interpretation and further perception of the concept of automation from the respondents' point of view.

### 3.10 Reliability and Validity

Reliability and validity are two of the most important quantitative qualities that can be used to determine the work's standard and reliability. Reliability means that the research results are standardized and firmly grounded, meaning they reproduce the same results every time they are used. It is the extent to which the research methods have a reliability over time and in one setting compared to another (Price, 2018). One, any usable study should be in a position that if the study is conducted again under similar conditions, comparable results will be realised. On the methodological level, reliability concerns are mainly met by the survey with closed questions, which are eliminate variation in the answers provided by different respondents due to the variation in the questions and their wording (Livingston, 2018). The survey is set to specific questions and options, thus reducing chances of variability wherever the respondents seem to understand or respond to the questions in different ways. This standardization contributes to improving the reliability of the quantitative data collected.

The pilot test enables the researcher to know if the questions set are well understood and if they are appropriate for the participants. Any modifications needed are done depending on the results of the pilot test to ensure high reliability of the survey. Moreover, reliability analysis, as Cronbach alpha, is employed in order to measure the internal consistency of survey responses and confirm that all items included in the survey assess the same domain (Price, 2018).

Reliability for the qualitative aspect is achieved through the administering of semi-structured interviews targeting 15 HR professionals. Qualitative data are inherently more flexible than quantitative data, but reliability is improved by the proposition of a structured interview schedule, which does retain consistency and frames the key issues and questions the same way for every respondent. In addition, the text of the interviews is examined in

detail and the inter-observer agreement is achieved since several researchers come in contact with the data during the stage of identification of codes. This process means that when the patterns are being assigned, the varied qualitative data is consistently interpreted.

Validity means the degree to which research is able to capture what it is supposed to capture. It makes sure that the results are in line with the reality of the cover study phenomenon. In the quantitative section of this research, a measure of content validity is achieved through the inclusion of all the relevant facets of HR automation and its relation to the future of work as captured by the survey questions (Livingston, 2018). The survey instrument is constructed from a pool of items by conducting a literature review of previous studies and the study instrument is pilot tested and validated by subject matter experts to establish reasonable correspondence to target constructs.

Interpretational validity, also known as construct validity, is also considered; the survey must measure the constructs it seeks to; for instance, the adoption of automation technologies and perceived benefits and challenges. For the qualitative component, validity involves inter- and intra- triangulation that is comparison of data from surveys, interviews, and literature. Member checking is also done whereby the individual being interviewed is given an opportunity to check on the interview info sawn on the transcript (Price, 2018).

### 3.11 Ethical Considerations

First of all, individuals' consent is always sought after before anyone of them can participate in the research. It entails a clear description to those who are going to participate in the study regarding the purpose, objective, technique as well as their part in it. The specifics of the contents include the type of questions the participants will answer either quantitative questions used in the survey or qualitative questions used in the interviews they'll take part in, and the time anticipated to be spent on the activities (Sobočan et al., 2019).

Apart from informed consent, issues of confidentiality and anonymity are observed at all stages of the research. In connection with the quantitative survey, there are no data earmarking respondents, which could have connected the responses back to the specific individuals. This make it possible for the participant's identity not to be revealed and their answer remain anonymous. Likewise, to the semi structured interviews, any form of identification which may.be reported in the course of the interviews is not disclosed. The data is made anonymous by excluding participant's identity such as their names, positions of work and/or any information that may lead to their identification. Anonymity is important, because people would not wish to speak freely about their experiences without that their concerns being met appropriately (Naufel & Edwards, 2022).

Data security is another significant aspect of ethics. The data collected whether through surveys or interview questions are stored on encrypted devices and cloud servers. All collected data is available only to the researcher and the authorized persons, and is used exclusively for this research. Following the laws on data protection, the participants are enlightened on the options available to them on how their information will be stored, used and disposed (Sobočan et al., 2019). The data will be kept for a period of time as specified by the institutional review board and then will be destroyed.

Another cardinal ethical virtue on which this research is anchored is the principle of voluntary participation. Participants are told that the study is voluntary, and they can decide to pull out from the study at any time without being asked questions and cannot be punished for doing so. This applies to both the survey takers and the interviewees into whose homes the visitors come. Participants are also informed they have the freedom to opt out on any question which they feel is awkward to answer. This respect for the participant's autonomy helps in making sure that the participant feels compelled to participate in the research and that he or she volunteered to participate in the research (Naufel & Edwards, 2022).

Last but not least, researcher bias and ethical usage of data form the two significant concerns. The researcher does not inject him or herself into the research by bringing preconceived notions into the research process by coming up with personal biases that would influence the results when conducting the study. In addition, samples obtained are employed rightfully; that is, the data gathered is not manipulated to reflect certain ideas or concepts from prior hypotheses or theories. The outcome is reported fairly and objectively and correctly points out the present study's strengths and weaknesses.

# CHAPTER IV: RESULTS

## 4.1 Quantitative Analysis

This study aims to explore the factors influencing the successful adoption and alignment of AI-driven Human Resource (HR) transformation with future work demands. In today's rapidly evolving technological landscape, organisations increasingly rely on Artificial Intelligence (AI) to streamline HR functions, enhance decision-making, and foster overall organisational growth. As AI becomes a central part of HR strategies, understanding the critical factors that influence its integration and alignment with the workforce's future demands is essential. This quantitative research investigates these factors by analyzing data collected from a diverse sample of 365 respondents.

The objectives of this study are:

1. To examine the perceptions of HR professionals regarding the incorporation of artificial intelligence (AI) in the domain of human resources.
2. To explore the impact of AI-driven HR transformation on organisational culture, including changes in decision-making processes and communication patterns, involves crafting questions that capture the perceptions and experiences of employees and HR professionals.
3. To examine how AI-driven HR technologies influence employee experience, behaviors, and attitudes.
4. To quantify the level of alignment between AI-driven HR transformation efforts and expected future work trends across industries and organisational contexts.
5. To identify key factors impacting the effective alignment of AI-driven HR transformation with the demands of future work.

A sample size of 365 respondents was chosen to provide sufficient statistical power and ensure the representativeness of the data. The sample was selected from a range of industries, ensuring that the findings could be generalized to a broader organisational

context. The data collection process involved administering structured questionnaires designed to measure key factors such as leadership support, employee training, engagement, and technological investment, along with their perceived impact on AI-driven HR transformation.

To analyse the data, the study used SPSS version 25, a widely recognized statistical software, which allowed for robust statistical analysis. The data collected were analysed using a variety of statistical techniques to draw meaningful insights from the responses. Specifically, percentage analysis was used to determine the frequency distribution of responses to each survey item, providing an initial understanding of the key trends in the data.

Furthermore, correlation analysis was conducted to examine the strength and direction of relationships between variables, such as leadership support and employee training, with the success of AI-driven HR transformation. This analysis helped to identify potential areas where interventions could lead to more effective alignment of AI with HR strategies.

In addition, linear regression analysis was employed to predict the impact of multiple independent variables on the dependent variable—AI-driven HR transformation. This analysis helped to determine which factors most significantly contribute to the success of AI integration within HR, allowing for a deeper understanding of the dynamics at play.

This quantitative approach provides an empirical basis for understanding the critical factors that contribute to the alignment of AI-driven HR transformation with future work demands. By using these statistical methods, the study not only identifies key challenges but also highlights the role of leadership, employee training, and other organisational factors in ensuring the successful adoption of AI within HR. The results of this research can guide organisations in developing strategies that effectively incorporate AI into their HR functions and prepare for future workforce demands.

**Objective 1: To examine the perceptions of HR professionals regarding the incorporation of artificial intelligence (AI) in the domain of human resources.**

*Table 4. 1*
*Frequency of Age*

| Age | Frequency | Percent |
|---|---|---|
| 20-29 | 9 | 2.5 |
| 30-39 | 335 | 91.8 |
| 40-49 | 14 | 3.8 |
| 50-59 | 5 | 1.4 |
| 60 and above | 2 | .5 |
| **Total** | **365** | **100.0** |

Table 1 presents the distribution of participants across age groups reveals that the majority fall within the 30-39 age range, accounting for 91.8% (335 individuals) of the total sample. This indicates a predominant representation of individuals in their thirties in the dataset. Smaller proportions are observed in other age groups: 3.8% (14 individuals) are aged 40-49, 2.5% (9 individuals) are aged 20-29, 1.4% (5 individuals) are aged 50-59, and only 0.5% (2 individuals) are aged 60 and above.

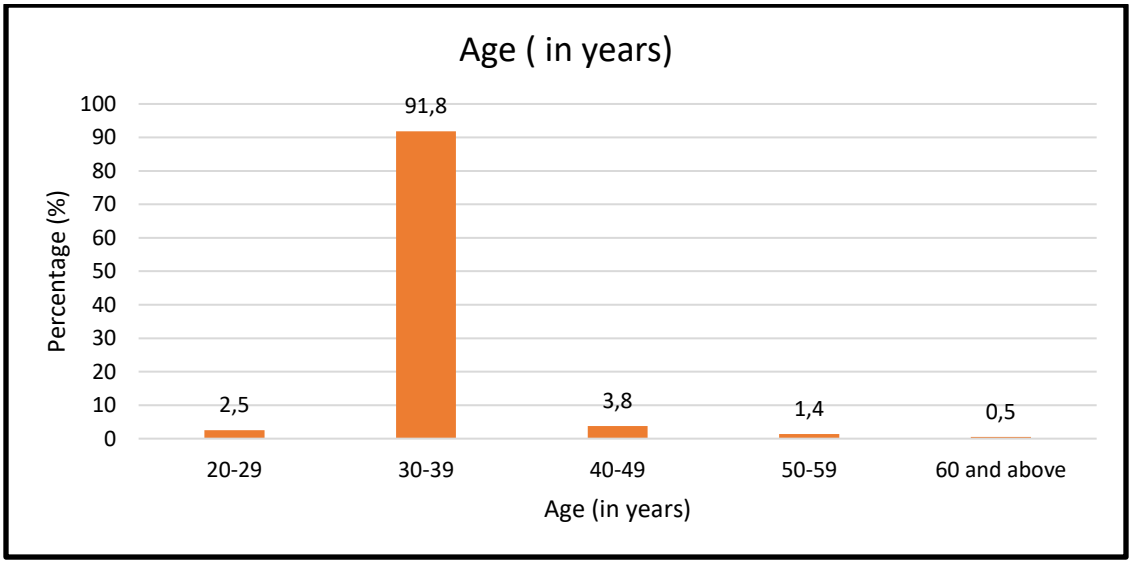


*Figure 4. 1*
*Percentage for Age*

*Table 4. 2*
*Frequency for Gender*

| Gender | Frequency | Percent |
|---|---|---|
| **Male** | 223 | 61.1 |
| **Female** | 142 | 38.9 |
| **Total** | **365** | **100.0** |

Table 2 reveals the gender distribution in the sample indicates a higher representation of males, who constitute 61.1% (223 individuals) of the total participants. Females account for 38.9% (142 individuals). This demonstrates that the sample is moderately skewed towards male participants, with a male-to-female ratio of approximately 3:2.

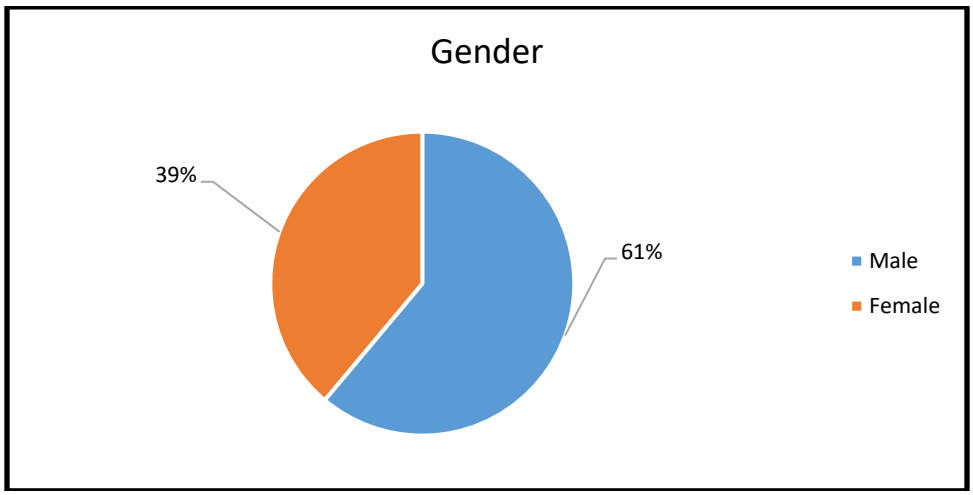


*Figure 4. 2*
*Percentage for Gender*

*Table 4. 3*
*Frequency for Region*

| Region | Frequency | Percent |
|---|---|---|
| Africa | 8 | 2.4 |
| Asia | 34 | 10.1 |

| | | |
|---|---|---|
| Australia/Oceania | 3 | .9 |
| Europe | 15 | 4.4 |
| North America | 237 | 70.1 |
| South America | 41 | 12.1 |
| **Total** | **338** | **100.0** |

Table 3 reveals the regional distribution of participants reveals that the majority, 70.1% (237 individuals), are from North America, making it the most represented region in the sample. South America follows with 12.1% (41 individuals), while Asia accounts for 10.1% (34 individuals). Other regions have significantly smaller representation: 4.4% (15 individuals) are from Europe, 2.4% (8 individuals) are from Africa, and only 0.9% (3 individuals) are from Australia/Oceania.

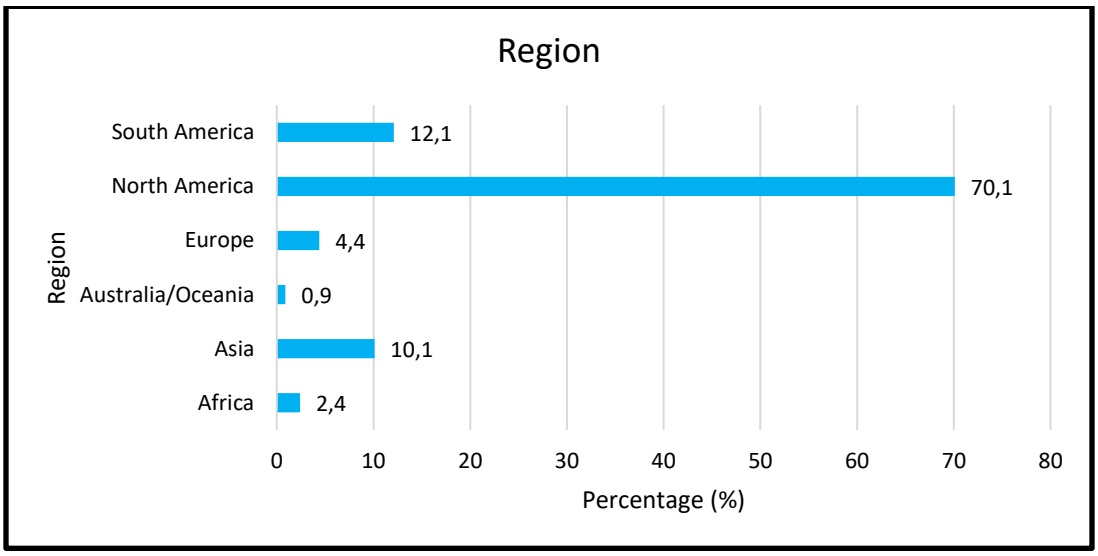


*Figure 4. 3*
*Percentage for Region*

*Table 4. 4*
*Frequency for Highest level of education*

| Highest level of education | Frequency | Percent |
|---|---|---|
| High School Diploma | 2 | .5 |

| | | |
|---|---|---|
| Bachelor's Degree | 14 | 3.8 |
| Master's Degree | 346 | 94.8 |
| Doctorate | 3 | .8 |
| **Total** | **365** | **100.0** |

Table 4 reveals the data on the highest level of education indicates that the vast majority of participants, 94.8% (346 individuals), hold a Master's degree. This highlights a highly educated sample, with most individuals having advanced educational qualifications. Smaller proportions are observed for other educational levels: 3.8% (14 individuals) have a Bachelor's degree, 0.8% (3 individuals) hold a Doctorate, and only 0.5% (2 individuals) have a High School Diploma.

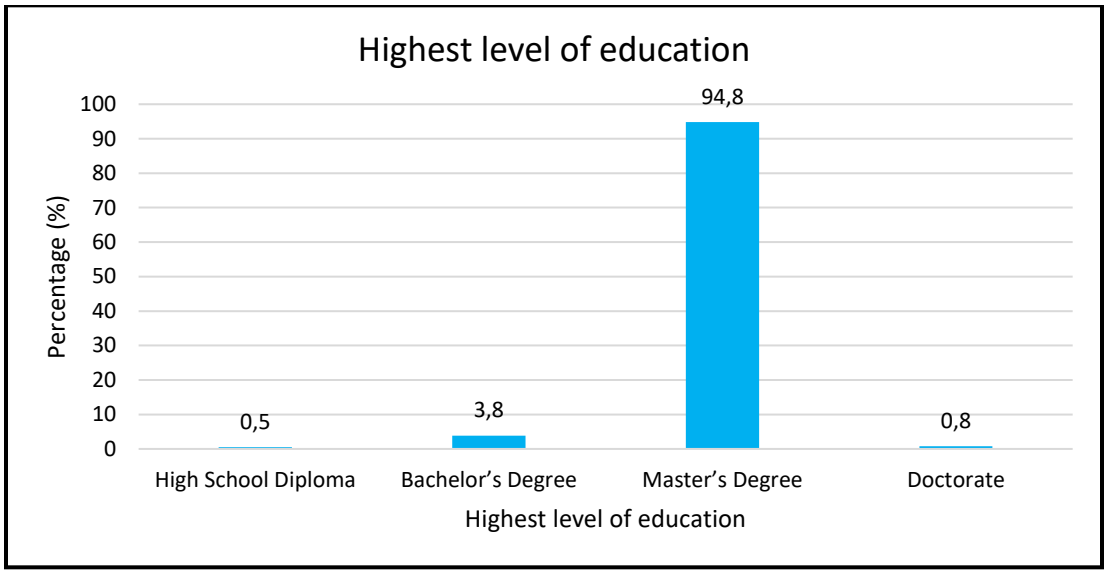


*Figure 4. 4*
*Percentage for Highest level of education*

*Table 4. 5*
*Frequency for Years of experience do you have in HR*

| **Years of experience do you have in HR** | **Frequency** | **Percent** |
|---|---|---|
| 0-5 years | 29 | 7.9 |

| | | |
|---|---|---|
| 6-10 years | 320 | 87.7 |
| 11-15 years | 8 | 2.2 |
| 16-20 years | 5 | 1.4 |
| 21 years and above | 3 | .8 |
| **Total** | **365** | **100.0** |

Table 5 reveals the years of experience in HR. The data reveals that **87.7%** of respondents have **6-10 years of experience,** indicating that the sample is dominated by individuals with mid-level HR expertise. The representation of individuals with **very high (16+ years)** or **low (0-5 years)** experience is significantly smaller, suggesting limited diversity in years of experience within the surveyed group. This skewed distribution toward the **6-10 years category** could influence the generalizability of findings, especially if responses are being analysed for insights related to professional tenure in HR.


*Figure 4. 5*
*Percentage for Years of experience do you have in HR*

*Table 4. 6*
*Frequency for Current role in the organisation*

| Current role in the organisation | Frequency | Percent |
|---|---|---|
| Mid-level | 24 | 6.6 |

| | | |
|---|---|---|
| Senior-level | 329 | 90.1 |
| Executive | 5 | 1.4 |
| HR professional | 6 | 1.6 |
| Other (please specify) | 1 | .3 |
| **Total** | **365** | **100.0** |

Table 6 reveals the current role in the organisation. The data shows a **strong concentration (90.1%)** of respondents in **senior-level roles**, highlighting the dominance of experienced leadership within the sample. Other organisational levels, such as mid-level (6.6%) and executive (1.4%), are significantly underrepresented. This distribution suggests that the insights drawn from the survey are primarily reflective of **senior-level perspectives**, which may limit the diversity of opinions across different organisational hierarchies. Such a skewed representation could affect the analysis outcomes, particularly in understanding viewpoints from mid-level or executive professionals. Future surveys may benefit from ensuring a more balanced sample across organisational levels.

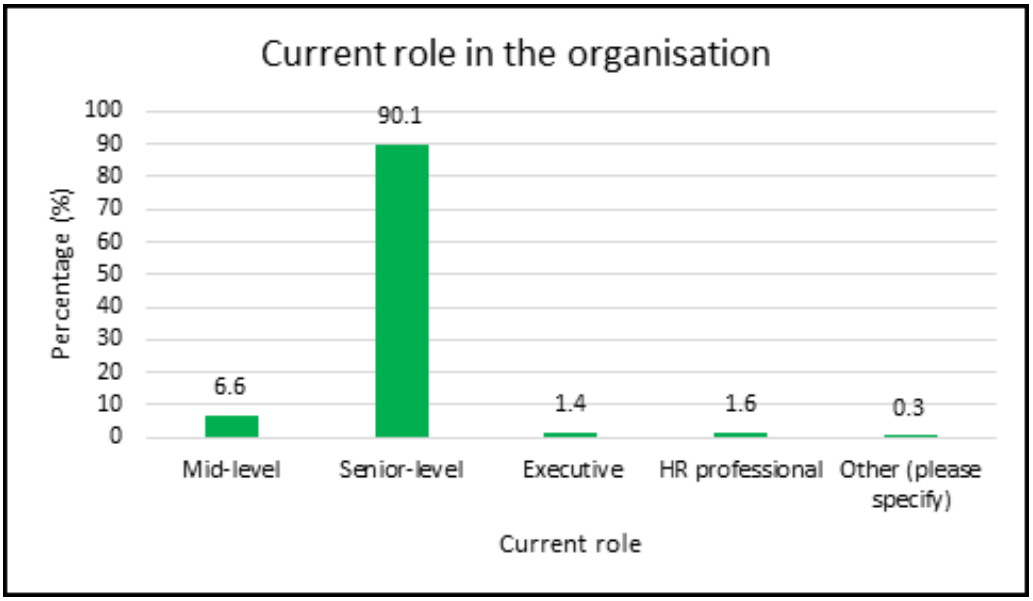


*Figure 4. 6*
*Percentage for Current role in the organisation*

*Table 4. 7*
*Frequency for Is AI currently being used in the HR department*

| Is AI currently being used in the HR department | Frequency | Percent |
|---|---|---|
| No | 100 | 27.4 |
| Yes | 265 | 72.6 |
| **Total** | **365** | **100.0** |

Table 7 reveals the use of AI currently in the HR department. The results reveal that **72.6% of HR departments** have integrated AI into their processes, showcasing the growing reliance on AI-driven technologies to enhance efficiency, decision-making, and overall HR operations. However, **27.4%** of organisations have yet to adopt AI, suggesting potential barriers such as limited resources, lack of awareness, or resistance to technological change. This substantial adoption rate highlights the transformative role AI plays in HR, but it also underscores opportunities for organisations that are lagging behind to explore AI solutions for improved outcomes. Future studies could investigate the specific benefits experienced by organisations using AI and the challenges faced by those yet to adopt it.

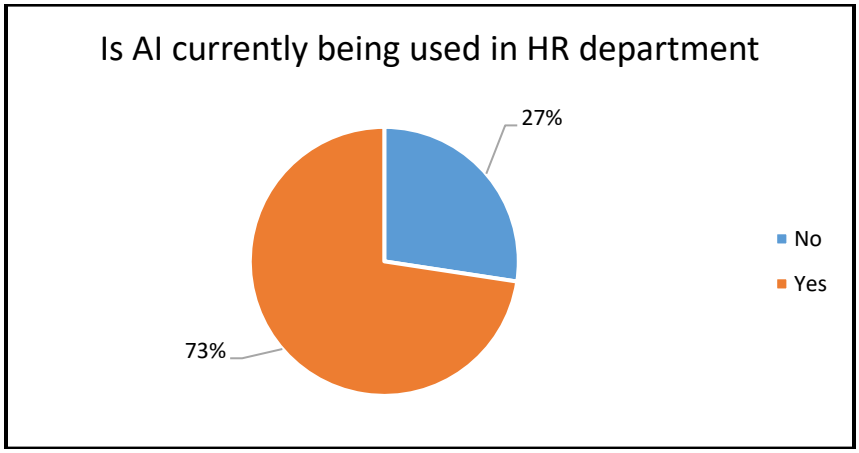


*Figure 4. 7*
*Percentage for Is AI currently being used in the HR department*

*Table 4. 8*
*Frequency for AI applications are currently in use in HR department*

| **If yes, which AI applications are currently in use in your HR department** | **N** | **%** |
|---|---|---|
| Recruitment and Talent Acquisition | 177 | 67.6 |
| Employee Onboarding | 153 | 58.4 |
| Performance Management | 165 | 63.0 |
| Employee Engagement | 139 | 53.1 |
| Training and Development | 167 | 63.7 |
| **Payroll and Benefits Management** | 123 | 46.9 |

Table 8 depicts the use of AI applications in HR department. The results indicate that **AI adoption in HR departments** is predominantly focused on **Recruitment and Talent Acquisition (67.6%)**, followed closely by **Training and Development (63.7%)** and **Performance Management (63.0%).** These areas demonstrate a clear emphasis on leveraging AI to optimise talent-related processes, reflecting its ability to enhance efficiency and decision-making. In contrast, **Payroll and Benefits Management (46.9%)** ranks lowest, suggesting that automation in administrative functions is less prioritized compared to strategic HR functions. This trend highlights the evolving role of AI in supporting talent growth and organisational effectiveness over purely operational tasks.

*Table 4. 9*
*Frequency of how beneficial you think AI is for the following HR functions*

| | **Not beneficial** | **Slightly beneficial** | **Moderately beneficial** | **Very beneficial** | **Extremely beneficial** |
|---|---|---|---|---|---|
| | **n(%)** | | | | |
| **Recruitment and Talent Acquisition** | 22 (6.0) | 20 (5.5) | 59 (16.2) | 137 (37.5) | 127 (34.8) |
| **Employee Onboarding** | 32 (8.8) | 17 (4.7) | 61 (16.7) | 139 (38.1) | 116 (31.8) |

| | | | | | |
|---|---|---|---|---|---|
| **Performance Management** | 31 (8.5) | 28 (7.7) | 44 (12.1) | 140 (38.4) | 122 (33.4) |
| **Employee Engagement** | 20 (5.5) | 21 (5.8) | 40 (11.0) | 146 (40.0) | 138 (37.8) |
| **Training and Development** | 24 (6.6) | 24 (6.6) | 57 (15.6) | 131 (35.9) | 129 (35.3) |

Table 9 reveals how beneficial you think AI is for the following HR functions. The results indicate that **Employee Engagement (77.8%)** is viewed as the most beneficial AI application in HR, followed closely by **Recruitment and Talent Acquisition (72.3%)** and **Performance Management (71.8%)**. These areas highlight AI's growing significance in improving talent management and organisational processes. While **Employee Onboarding (69.9%)** ranks slightly lower, it still reflects substantial benefits. Overall, the results underscore AI's strong positive impact on strategic HR activities, particularly those directly linked to employee development, performance, and engagement.

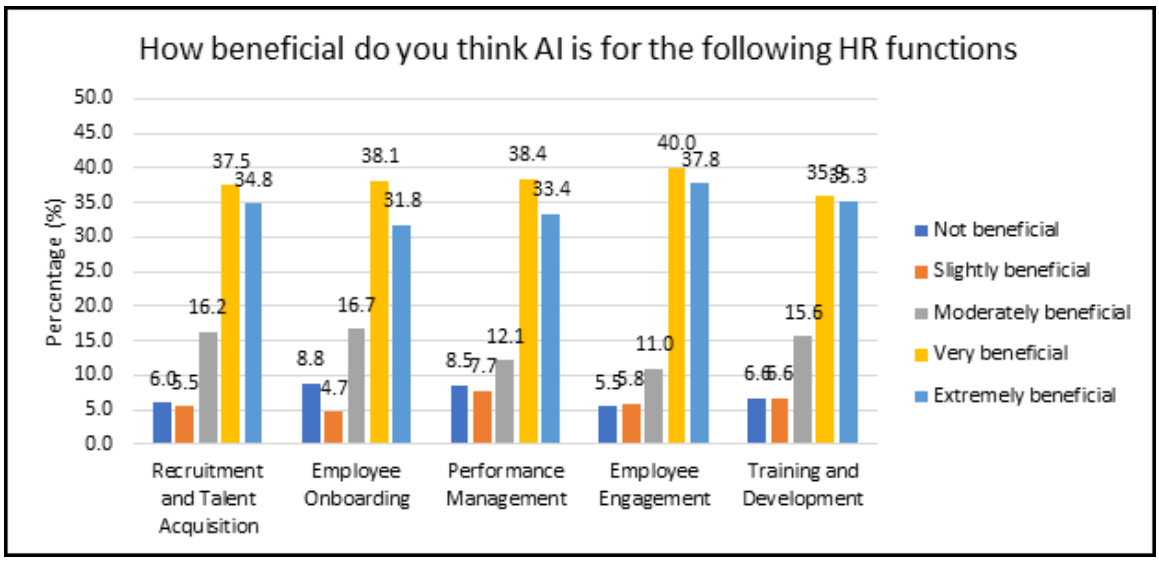


*Figure 4. 8*
*Percentage of how beneficial you think AI is for the following HR functions*

*Table 4. 10*
*Frequency of primary concerns regarding the use of AI in HR*

| **Primary concerns regarding the use of AI in HR** | **N** | **%** |
|---|---|---|
| Data privacy and security | 245 | 67.5 |
| Job displacement | 187 | 51.5 |
| Lack of transparency in AI decisions | 205 | 56.5 |
| High implementation costs | 179 | 49.3 |
| Dependence on technology | 214 | 59.0 |
| **Others** | 10 | 2.8 |

Table 10 reveals the primary concerns regarding the use of AI in HR. The findings reveal that **data privacy and security (67.5%)** is the most significant concern, followed closely by **dependence on technology (59.0%)** and **lack of transparency (56.5%)**. These results indicate that while AI adoption in HR brings numerous benefits, organisations must address critical issues related to data protection, ethical decision-making, and over-reliance on technology to gain widespread acceptance.

*Table 4. 11*
*Frequency of likely to recommend the implementation of AI in your HR department*

| **How likely are you to recommend the implementation of AI in your HR department** | **Frequency** | **Percent** |
|---|---|---|
| Very unlikely | 3 | .8 |
| Unlikely | 7 | 1.9 |
| Neutral | 15 | 4.1 |
| Likely | 333 | 91.2 |
| Very likely | 7 | 1.9 |
| **Total** | **365** | **100.0** |

Table 11 presents responses regarding the likelihood of recommending the implementation of AI in HR departments.

1. "Likely": A vast majority of respondents (91.2%, *n=333*) expressed a positive attitude toward recommending AI implementation, indicating widespread support.
2. "Neutral": A small segment (4.1%, *n=15*) remained undecided, reflecting a minor level of uncertainty.
3. "Very likely": Only 1.9% (*n=7*) were extremely favorable, which could indicate potential advocates or strong supporters.
4. "Unlikely": Similarly, 1.9% (*n=7*) reported being unwilling to recommend AI implementation.
5. "Very unlikely": A negligible 0.8% (*n=3*) showed strong resistance to AI implementation.

**Key Insights:**

- A large proportion (91.2%) of participants are likely to recommend AI adoption, reflecting a generally positive perception of AI in HR.
- Only a small fraction (2.7% combined) expressed resistance (*"Unlikely"* and *"Very unlikely"*), which may warrant further exploration into concerns or challenges.
- The neutral group (4.1%) suggests a need for further awareness or evidence of AI benefits to influence their stance.

This distribution highlights an overall favorable attitude toward AI implementation in HR, with minimal resistance and uncertainty.

*Table 4. 12*
*Frequency of biggest barrier to the adoption of AI in HR at your organisation*

| **Biggest barrier to the adoption of AI in HR at your organisation** | **N** | **%** |
|---|---|---|

| | | |
|---|---|---|
| Cost | 90 | 25.1 |
| Lack of skilled personnel | 80 | 22.3 |
| Resistance to change | 61 | 17.0 |
| Technological limitations | 71 | 19.8 |
| Regulatory and compliance issues | 57 | 15.9 |
| **Other (please specify)** | 2 | 0.6 |

Table identifies the biggest barriers to adopting AI in HR, ranked from highest to lowest percentage:

1. **Cost**:
    - With **25.1%** (*n=90*), cost is identified as the **most significant barrier** to AI adoption. This highlights financial constraints as a primary challenge, potentially due to high initial investments in AI infrastructure and solutions.
2. **Lack of Skilled Personnel**:
    - **22.3%** (*n=80*) of respondents indicated that the absence of skilled personnel hampers AI adoption. This suggests organisations struggle to find or develop employees with the expertise required to manage and implement AI effectively.
3. **Technological Limitations**:
    - **19.8%** (*n=71*) reported technological limitations as a concern. This could relate to outdated systems, lack of integration capabilities, or infrastructure challenges.
4. **Resistance to Change**:
    - **17.0%** (*n=61*) noted resistance to change, highlighting organisational inertia or reluctance among employees to embrace AI-driven transformations.

5. **Regulatory and Compliance Issues**:
    - **15.9%** (*n=57*) cited regulatory and compliance issues as barriers, reflecting concerns about adhering to laws, policies, and ethical considerations related to AI use.
6. **Other (please specify)**:
    - Only **0.6%** (*n=2*) reported other unspecified barriers, indicating that most challenges align with the predefined categories.

**Key Insights:**

- **Financial constraints** remain the dominant barrier, requiring strategic budgeting and cost-benefit analyses to overcome.
- **Skill shortages** and **technological limitations** emphasize the need for investment in training programs and infrastructure improvements.
- **Resistance to change** highlights the importance of change management strategies to foster acceptance and adoption of AI in HR processes.

Addressing these barriers through targeted interventions, such as upskilling, technology upgrades, and regulatory compliance frameworks, can improve the adoption of AI in HR departments.

*Table 4. 13*
*Frequency of how important it is for HR professionals to have training in AI technologies*

| How important it is for HR professionals to have training in AI technologies | Frequency | Percent |
|---|---|---|
| Not important at all | 18 | 4.9 |
| Slightly important | 23 | 6.3 |
| Moderately important | 77 | 21.1 |
| Very important | 120 | 32.9 |

| | | |
|---|---|---|
| Extremely important | 127 | 34.8 |
| **Total** | **365** | **100.0** |

Table 13 evaluates the importance of training in AI technologies for HR professionals, ranked from highest to lowest percentage:

1. **Extremely Important**:
    - **34.8%** (*n=127*) of respondents consider AI training for HR professionals as **extremely important**. This highlights a strong consensus on the critical need for AI skills to drive HR innovation and efficiency.
2. **Very Important**:
    - **32.9%** (*n=120*) reported that AI training is **very important**, underscoring its growing relevance in modern HR practices. Combined with the previous category, over two-thirds (*67.7%*) recognize the high significance of AI training.
3. **Moderately Important**:
    - **21.1%** (*n=77*) believe AI training holds **moderate importance**, suggesting that while valuable, its necessity may depend on organisational goals and HR functions.
4. **Slightly Important**:
    - **6.3%** (*n=23*) rated AI training as **slightly important**, indicating a minority that perceives limited immediate benefits or applicability of AI in HR roles.
5. **Not Important at All**:
    - Only **4.9%** (*n=18*) of respondents felt AI training is **not important at all**, reflecting a small segment that may not yet recognize the value or necessity of AI technologies in HR.

**Key Insights:**

- **67.7%** of respondents (combining "Extremely Important" and "Very Important") emphasize that AI training is crucial for HR professionals, indicating strong recognition of its role in future-proofing HR functions.
- The lower percentages for "Slightly Important" and "Not Important" suggest that most organisations and professionals are aware of the transformative potential of AI.
- This data reinforces the need for tailored AI training programs and workshops to equip HR professionals with skills for implementing AI-driven HR technologies effectively.

By addressing this demand for AI proficiency, HR departments can better align with technological advancements and organisational goals.

*Table 4. 14*
*Correlation between perceptions of HR professionals, how likely you to recommend the implementation of AI in HR department and how important it is for HR professionals to have training in AI technologies using Pearson correlation*

| | **Perceptions of HR professionals** | **How likely are you to recommend the implementation of AI in your HR department** | **How important it is for HR professionals to have training in AI technologies** |
|---|---|---|---|
| **Perceptions of HR professionals** | 1 | | |

| | | | |
|---|---|---|---|
| **How likely are you to recommend the implementation of AI in your HR department** | .175** | 1 | |
| **How important it is for HR professionals to have training in AI technologies?** | .648** | .124* | 1 |

**p<0.01, *p<0.05

Table 14 presents correlation coefficients between three variables related to the perceptions of HR professionals regarding the implementation of AI in HR departments and the importance of AI training for HR professionals. Here's the statistical interpretation:

1. **Perceptions of HR professionals and likelihood to recommend AI implementation in HR department**:
    - The correlation coefficient is **0.175**, which indicates a weak positive relationship between the perception of HR professionals and their likelihood of recommending AI implementation. The asterisk (**) denotes that this correlation is statistically significant, though the relationship is modest in strength.
2. **Perceptions of HR professionals and the importance of AI training**:
    - The correlation coefficient is **0.648**, which suggests a moderate to strong positive relationship. This indicates that the more favorable the perceptions of HR professionals towards AI, the more likely they are to view AI training as important. The ** indicates that this correlation is statistically significant.
3. **Likelihood to recommend AI implementation and the importance of AI training**:
    - The correlation coefficient is **0.124**, which shows a weak positive relationship. While the correlation is statistically significant (*), it suggests

that there is only a slight tendency for HR professionals who are likely to recommend AI implementation to consider training important, but the relationship is not strong.

In summary, while there is a positive association between these variables, the strength of the relationships varies. The perception of HR professionals towards AI and the importance they place on AI training are more strongly correlated than their likelihood to recommend AI implementation.

**Objective 2: To explore the impact of AI-driven HR transformation on organisational culture, including changes in decision-making processes and communication patterns, involves crafting questions that capture the perceptions and experiences of employees and HR professionals.**

*Table 4. 15*
*Frequency of how satisfied are you with the use of AI in HR processes*

| How satisfied are you with the use of AI in HR processes | Frequency | Percent |
|---|---|---|
| Very dissatisfied | 2 | .5 |
| Neutral | 343 | 94.0 |
| Satisfied | 17 | 4.7 |
| Very satisfied | 3 | .8 |
| **Total** | **365** | **100.0** |

Table 15 presents the distribution of responses regarding satisfaction with the use of AI in HR processes. The majority of respondents, 94.0% (343 out of 365), reported being neutral about the use of AI in HR processes. This suggests that a significant proportion of individuals do not have strong opinions either way about AI's role in HR, indicating a potential need for more awareness or understanding of AI's impact followed

by a smaller group of respondents, 4.7% (17 out of 365), expressed satisfaction with AI's use in HR processes. This indicates that while a minority feel positively about AI's implementation, the overall satisfaction rate is relatively low. Only 0.5% (2 out of 365) of respondents were very dissatisfied with AI in HR processes. This is a small percentage, suggesting that dissatisfaction is not a significant issue among the respondents. Similarly, 0.8% (3 out of 365) of respondents were very satisfied, which represents a very small group. This indicates that while a few individuals are highly satisfied, this view is not widespread.

In summary, the majority of respondents are neutral regarding AI's use in HR processes, with a very small percentage expressing satisfaction or dissatisfaction. This suggests that while AI adoption in HR may be widespread, its impact and effectiveness may not be fully realised or appreciated by most individuals.

*Table 4. 16*
*Frequency of how important is to balance AI and human involvement in HR processes*

| **How important is it to balance AI and human involvement in HR processes** | **Frequency** | **Percent** |
|---|---|---|
| Not important at all | 14 | 3.8 |
| Slightly important | 18 | 4.9 |
| Moderately important | 55 | 15.1 |
| Very important | 130 | 35.6 |
| Extremely important | 148 | 40.5 |
| **Total** | **365** | **100.0** |

Table 16 presents the distribution of responses regarding the importance of balancing AI and human involvement in HR processes. The majority of respondents, 40.5% (148 out of 365), indicated that balancing AI and human involvement in HR processes is

*extremely important*. This shows a strong preference for maintaining a careful balance between AI and human input, likely due to the perceived value of both in HR decision-making and operations followed by a significant portion of respondents, 35.6% (130 out of 365), also considered this balance *very important*. This further underscores the belief that an optimal combination of AI and human involvement is crucial, though slightly less emphatic than the previous group. 15.1% (55 out of 365) of respondents rated the balance as *moderately important*, suggesting that while they recognize its significance, they may not see it as a top priority compared to the more strongly ranked categories. A smaller group, 4.9% (18 out of 365), viewed the balance as *slightly important*. This group appears to see some value in the balance, but it is not a major concern for them. A small percentage, 3.8% (14 out of 365), felt that balancing AI and human involvement in HR processes is *not important at all*. This group may believe that AI can fully replace human involvement or may have a different perspective on the role of AI in HR.

In summary, the overwhelming majority of respondents see balancing AI and human involvement in HR processes as an important consideration, with the largest groups viewing it as either *extremely important* or *very important*. This highlights the recognition that both AI and human roles are seen as vital for the effective functioning of HR processes.

*Table 4. 17*
*Correlation between AI driven HR transformation, organisational culture, changes in decision-making processes and changes in communication patterns using Pearson correlation*

| | **AI driven HR transformation** | **Organisational culture** | **Changes in decision-making processes** | **Changes in communication patterns** |
|---|---|---|---|---|
| **AI driven HR transformation** | 1 | | | |

| | | | | |
|---|---|---|---|---|
| **Organisational culture** | .848** | 1 | | |
| **Changes in decision-making processes** | .877** | .846** | 1 | |
| **Changes in communication patterns** | .846** | .810** | .863** | 1 |

**p<0.01

Table 17 presents correlation coefficients between four variables related to AI-driven HR transformation and its impact on various organisational processes. The correlation between AI-driven HR transformation and organisational culture is (r=0.848, p<0.01), which indicates a strong positive relationship between AI-driven HR transformation and organisational culture. This means that the more AI is integrated into HR processes, the stronger the impact on organisational culture. There exists a strong positive relationship between AI-driven HR transformation and changes in decision-making processes with (r=0.877, p<0.01). This indicates that the implementation of AI in HR processes is closely linked to changes in how decisions are made within the organisation, and this relationship is statistically significant. There is a strong positive relationship between AI-driven HR transformation and changes in communication patterns with (r=0.846, p<0.01). As AI is adopted in HR, it appears to lead to changes in how communication is carried out, and the relationship is statistically significant. There is a strong positive relationship between organisational culture and changes in decision-making processes with (r=0.846, p<0.01). This suggests that as organisational culture evolves, it has a significant influence on how decisions are made within the company. There is a strong positive relationship between organisational culture and changes in communication patterns with (r=0.810, p<0.01). This means that as the organisational culture shifts, it strongly influences how communication is conducted, with statistical significance. There

is a strong positive relationship between changes in decision-making processes and changes in communication patterns with ($r=0.863$, $p<0.01$). This suggests that as decision-making processes evolve, communication patterns within the organisation also undergo significant changes.

**Summary**: The table shows that AI-driven HR transformation is strongly related to changes in organisational culture, decision-making processes, and communication patterns. These relationships are all statistically significant, with strong positive correlations indicating that the implementation of AI in HR is closely linked to transformations in these key areas.

*Table 4. 18*
*Impact of AI driven HR transformation on organisational culture using linear regression*

| **Independent variable** | **Unstandardized Coefficients** | | **R-square** | **t-value** | **p-value** |
|---|---|---|---|---|---|
| | **Beta** | **SE** | | | |
| **(Constant)** | -0.243 | 0.132 | 0.720 | -1.842 | 0.066 |
| **AI driven HR transformation** | 1.025 | 0.034 | | 30.547 | **0.000*** ** |

Dependent Variable: Organisational culture, ***p<0.001

Table 18 presents the results of a regression analysis with organisational culture as the dependent variable and AI-driven HR transformation as the independent variable. The coefficient for AI-driven HR transformation ($\beta=1.025$, $p<0.001$). This indicates that for each unit increase in AI-driven HR transformation, organisational culture is expected to increase by 1.025 units, holding other factors constant. This shows a strong positive relationship between AI-driven HR transformation and organisational culture. The p-value for AI-driven HR transformation is 0.000, which is less than the significance level of 0.001 ($p < 0.001$). This indicates that the relationship between AI-driven HR transformation and

organisational culture is statistically significant at the 99.9% confidence level. In other words, AI-driven HR transformation has a significant and positive effect on organisational culture. The R-square value is 0.72 inferred that the model explains 72% of variance in organisational culture. Based on the large t-value and small p-value for AI-driven HR transformation, it can be concluded that AI-driven HR transformation is a strong predictor of changes in organisational culture.

**Summary:** The regression results show a significant and positive relationship between AI-driven HR transformation and organisational culture. Specifically, for each unit increase in AI-driven HR transformation, organisational culture is expected to increase by 1.025 units. The relationship is statistically significant ($p < 0.001$), suggesting that AI-driven HR transformation is a strong predictor of changes in organisational culture. The constant term, however, is not statistically significant, indicating that the baseline value of organisational culture when AI transformation is zero is not meaningful in this context.

*Table 4. 19*
*Impact of AI driven HR transformation on changes in decision-making processes using linear regression*

| | **Unstandardized Coefficients** | | **R-square** | **t-value** | **p-value** |
|---|---|---|---|---|---|
| | **Beta** | **SE** | | | |
| **(Constant)** | 0.118 | 0.110 | 0.769 | 1.068 | 0.286 |
| **AI driven HR transformation** | 0.973 | 0.028 | | 34.754 | **0.000*** ** |

Dependent Variable: Changes in decision-making processes, ***p<0.001

Table 19 presents the results of a regression analysis where changes in decision-making processes is the dependent variable and AI-driven HR transformation is the independent variable. The coefficient for AI-driven HR transformation is 0.973. This

means that for each unit increase in AI-driven HR transformation, changes in decision-making processes are expected to increase by 0.973 units, assuming other factors remain constant. This shows a positive relationship between AI-driven HR transformation and changes in decision-making. The p-value for AI-driven HR transformation is 0.000, which is less than the significance level of 0.001 ($p < 0.001$). This indicates that the relationship between AI-driven HR transformation and changes in decision-making processes is statistically significant at the 99.9% confidence level. This means that AI-driven HR transformation has a significant effect on decision-making processes. The R-square value is 0.769 but given the strong statistical significance of the coefficient for AI-driven HR transformation, it can be inferred that this model explains a significant portion of the variance in changes in decision-making processes. This suggests that AI-driven HR transformation is a strong predictor of changes in decision-making processes.

**Summary:** The regression analysis shows that AI-driven HR transformation has a significant and positive impact on changes in decision-making processes. Specifically, for each unit increase in AI-driven HR transformation, changes in decision-making processes are expected to increase by 0.973 units. This relationship is statistically significant ($p < 0.001$), suggesting that AI transformation plays a meaningful role in altering decision-making processes. The constant term is not statistically significant, meaning the baseline value for decision-making changes when AI transformation is zero does not add substantial value to the model.

*Table 4. 20Impact of AI driven HR transformation on changes in decision-making processes using linear regression*

| | **Unstandardized Coefficients** | | **R-square** | **t-value** | **p-value** |
|---|---|---|---|---|---|
| | **Beta** | **SE** | | | |
| **(Constant)** | 0.118 | 0.110 | 0.769 | 1.068 | 0.286 |

| | | | | |
|---|---|---|---|---|
| **AI driven HR transformation** | 0.973 | 0.028 | 34.754 | **0.000*** ** |

Dependent Variable: Changes in decision patterns, ***p<0.001

Table 20 presents the results of a regression analysis where changes in decision-making processes is the dependent variable and AI-driven HR transformation is the independent variable. The coefficient for AI-driven HR transformation (β=0.973, p<0.001). This means that for each unit increase in AI-driven HR transformation, changes in decision-making processes are expected to increase by 0.973 units, assuming other factors remain constant. This shows a positive relationship between AI-driven HR transformation and changes in decision-making. The p-value for AI-driven HR transformation is 0.000, which is less than the significance level of 0.001 ($p < 0.001$). This indicates that the relationship between AI-driven HR transformation and changes in decision-making processes is statistically significant at the 99.9% confidence level. This means that AI-driven HR transformation has a significant effect on decision-making processes. The R-square value is 0.769 for AI-driven HR transformation, it can be inferred that this model explains 76.9% a significant portion of the variance in changes in decision-making processes. This suggests that AI-driven HR transformation is a strong predictor of changes in decision-making processes.

**Summary**: The regression analysis shows that AI-driven HR transformation has a significant and positive impact on changes in decision-making processes. Specifically, for each unit increase in AI-driven HR transformation, changes in decision-making processes are expected to increase by 0.973 units. This relationship is statistically significant ($p < 0.001$), suggesting that AI transformation plays a meaningful role in altering decision-making processes. The constant term is not statistically significant, meaning the baseline

value for decision-making changes when AI transformation is zero does not add substantial value to the model.

**Objective 3: To examine how AI-driven HR technologies influence employee experience, behaviors, and attitudes.**

*Table 4. 21*
*Frequency of how the incorporation of AI in HR has impacted your overall employee experience*

| How has the incorporation of AI in HR impacted your overall employee experience | Frequency | Percent |
|---|---|---|
| Very negatively | 2 | .5 |
| Negatively | 2 | .5 |
| Neutral | 24 | 6.6 |
| Positively | 332 | 91.0 |
| Very positively | 5 | 1.4 |
| **Total** | **365** | **100.0** |

Table 21 presents the distribution of responses regarding how the incorporation of AI in HR has impacted overall employee experience. The majority of respondents (332 out of 365) reported that the incorporation of AI in HR processes has had a positive impact on their overall employee experience. This overwhelmingly high percentage highlights that AI adoption in HR is generally well received by employees. A small group of respondents (24 out of 365) indicated a neutral stance, meaning they perceive no significant change in their employee experience due to AI in HR. A minimal number of respondents (5 out of 365) reported a very positive impact, suggesting that a few individuals found AI incorporation to greatly enhance their overall employee experience. Only a negligible number of respondents (2 for each category) experienced a negative or very negative

impact. This indicates that adverse effects from AI implementation in HR are extremely rare.

**Summary**: The findings demonstrate that 91% of employees view AI adoption in HR positively, indicating a clear trend of satisfaction with AI's role in improving the employee experience. While a small proportion (6.6%) remains neutral, only 1% reported any negative impact, highlighting that concerns or dissatisfaction with AI in HR are minimal. This suggests that AI has been a beneficial and largely accepted transformation in HR processes.

*Table 4. 22Correlation between employee experience, employee behaviour, employee attitude and AI driven HR technologies using Pearson correlation*

| | **Employee experience** | **Employee behaviour** | **Employee attitude** | **AI driven HR technologies** |
|---|---|---|---|---|
| Employee experience | 1 | | | |
| Employee behaviour | .928** | 1 | | |
| Employee attitude | .189** | .208** | 1 | |
| AI driven HR technologies | .532** | .500** | -.033 | 1 |

**p<0.01

Table 22 displays the correlation examining the relationships between employee experience, employee behavior, employee attitude, and AI-driven HR technologies. There is a very strong positive correlation between employee experience and employee behavior ($r = 0.928$, $p < 0.01$). This indicates that improved employee experiences are closely associated with better employee behavior. A weak positive correlation exists between employee experience and employee attitude ($r = .189$, $p < 0.01$). This suggests that employee experience has a small but statistically significant association with employee attitudes. There is a moderate positive correlation between employee experience and AI-driven HR technologies ($r = .532$, $p < 0.01$). This implies that the adoption of AI-driven

HR technologies is moderately associated with an improved employee experience. A weak positive correlation exists between employee behavior and employee attitude ($r = .208$, $p < 0.01$). This shows that better employee behavior is slightly associated with improved employee attitudes. There is a moderate positive correlation between employee behavior and AI-driven HR technologies ($r = .500$, $p < 0.01$). This suggests that AI-driven HR technologies are moderately linked to improved employee behavior. There is a very weak negative correlation ($r = -0.033$) between employee attitude and AI-driven HR technologies. This relationship is not statistically significant, suggesting that AI-driven HR technologies have no meaningful association with employee attitudes.

**Summary of Findings:**

1. Employee experience has a strong positive correlation with employee behavior and a moderate positive correlation with AI-driven HR technologies, showing that these variables are closely linked.
2. Employee behavior also shares a strong association with employee experience and a moderate association with AI-driven HR technologies.
3. Employee attitude, however, has only weak positive correlations with employee experience and behavior, and shows no significant relationship with AI-driven HR technologies.
4. These results indicate that AI-driven HR technologies positively influence employee experience and behavior, but do not significantly impact employee attitudes.

*Table 4. 23Impact of AI driven HR technologies on employee experience using linear regression*

| | **Unstandardized Coefficients** | **R-square** | **t-value** | **p-value** |
|---|---|---|---|---|

| | Beta | SE | | | |
|---|---|---|---|---|---|
| **(Constant)** | 3.122 | 0.074 | 0.284 | 42.079 | 0.000 |
| **AI driven HR technologies** | 1.866 | 0.156 | | 11.985 | **0.000*** ** |

Dependent Variable: Employee experience, ***p<0.001

Table 23 presents the results of a regression analysis where Employee Experience is the dependent variable and AI-driven HR Technologies is the independent variable. The coefficient (Beta) for AI-driven HR technologies is 1.866. This means that for every one-unit increase in the implementation or usage of AI-driven HR technologies, Employee Experience is expected to increase by 1.866 units, assuming other factors remain constant. This demonstrates a strong positive relationship between AI-driven HR technologies and employee experience. The p-value for AI-driven HR technologies is 0.000, which is less than the significance level of 0.001 ($p < 0.001$). This confirms that the relationship between AI-driven HR technologies and Employee Experience is highly statistically significant. The R-square value is 0.284, which means that approximately 28.4% of the variation in Employee Experience can be explained by AI-driven HR technologies. While the model explains a moderate proportion of the variance, it also suggests that other factors beyond AI-driven HR technologies may influence employee experience.

**Summary of Findings:**

- The regression analysis demonstrates that AI-driven HR technologies have a positive and significant impact on Employee Experience.
- For each one-unit increase in AI-driven HR technologies, Employee Experience increases by 1.866 units.
- The relationship is statistically significant ($p < 0.001$), and the model explains 28.4% of the variance in Employee Experience.

- The strong t-value and small standard error indicate a reliable and precise estimate of the effect.

This underscores the importance of AI-driven HR technologies in improving the overall employee experience.

*Table 4. 24*
*Impact of AI driven HR technologies on employee behaviour using linear regression*

| | Unstandardized Coefficients | | R-square | t-value | p-value |
|---|---|---|---|---|---|
| | **Beta** | **SE** | | | |
| **(Constant)** | 3.107 | 0.075 | 0.250 | 41.168 | 0.000 |
| **AI driven HR technologies** | 1.740 | 0.158 | | 10.989 | **0.000*** ** |

Dependent Variable: Employee behaviour, ***p<0.001

Table 24 provides the results of a regression analysis where Employee Behaviour is the dependent variable and AI-driven HR Technologies is the independent variable. The coefficient (Beta) for AI-driven HR Technologies is 1.740. This indicates that for every one-unit increase in the implementation or usage of AI-driven HR Technologies, Employee Behaviour is predicted to increase by 1.740 units, assuming all other factors remain constant. This highlights a strong positive relationship between AI-driven HR technologies and employee behaviour. The p-value for AI-driven HR Technologies is 0.000, which is less than the threshold significance level of 0.001 ($p < 0.001$). This confirms that the relationship between AI-driven HR technologies and employee behaviour is highly significant. The R-square value is 0.250, meaning that approximately 25% of the variation in Employee Behaviour can be explained by AI-driven HR Technologies. While this indicates a moderate explanatory power, it suggests that other factors beyond AI-driven HR technologies also contribute to employee behaviour.

**Summary of Findings:**

- The regression analysis shows that AI-driven HR Technologies have a strong positive and statistically significant impact on Employee Behaviour.
- For every one-unit increase in AI-driven HR technologies, Employee Behaviour increases by 1.740 units.
- The relationship is highly significant ($p < 0.001$), with a strong t-value (10.989) and a precise coefficient estimate.
- The model explains 25% of the variance in employee behaviour, indicating that while AI-driven HR technologies play a significant role, additional factors may also influence employee behaviour.
- This result underscores the positive influence of AI adoption in HR on shaping and improving employee behaviour.

*Table 4. 25*
*Impact of AI driven HR technologies on employee attitude using linear regression*

| | **Unstandardized Coefficients** | | **R-square** | **t-value** | **p-value** |
|---|---|---|---|---|---|
| | **Beta** | **SE** | | | |
| **(Constant)** | 3.061 | 0.032 | 0.001 | 94.298 | 0.000 |
| **AI driven HR technologies** | -0.043 | 0.068 | | -0.634 | 0.527 |

Dependent Variable: Employee attitude

Table 25 presents the results of a regression analysis where Employee Attitude is the dependent variable and AI-driven HR Technologies is the independent variable. The unstandardized coefficient (Beta) for AI-driven HR Technologies is -0.043. This indicates a slight negative relationship between AI-driven HR technologies and Employee Attitude. Specifically, for every one-unit increase in the implementation of AI-driven HR technologies, Employee Attitude decreases by 0.043 units, though the effect is very small

and negligible. The p-value is 0.527, which is greater than the typical significance levels of 0.05 or 0.001. This confirms that the relationship between AI-driven HR Technologies and Employee Attitude is not statistically significant. Therefore, we fail to reject the null hypothesis that AI-driven HR technologies have no significant impact on Employee Attitude. The R-square value is 0.001, meaning that only 0.1% of the variation in Employee Attitude is explained by AI-driven HR Technologies. This extremely low value suggests that AI-driven HR technologies do not meaningfully contribute to changes in Employee Attitude, and other factors are likely driving the variability.

**Summary of Findings:**

- The regression analysis indicates a very weak and non-significant relationship between AI-driven HR Technologies and Employee Attitude.
- While the coefficient (-0.043) suggests a slight negative trend, the effect is negligible and not statistically significant ($p = 0.527$).
- The R-square value (0.001) shows that AI-driven HR technologies explain almost none (0.1%) of the variation in Employee Attitude.
- The low t-value (-0.634) and relatively large standard error (0.068) further confirm the lack of significance and precision.
- Overall, this result suggests that the implementation of AI-driven HR technologies does not significantly influence employees' attitudes.

**Objective 4: To quantify the level of alignment between AI-driven HR transformation efforts and expected future work trends across industries and organisational contexts.**

*Table 4. 26Impact of AI driven HR technologies on employee attitude using linear regression*

| | Not at all prepared | Slightly prepared | Moderately prepared | Well prepared | Very well prepared |
|---|---|---|---|---|---|

| | n(%) | | | | |
|---|---|---|---|---|---|
| Adapting to remote and hybrid work models. | 25 (6.8) | 39 (10.7) | 79 (21.6) | 104 (28.5) | 118 (32.3) |
| Managing a diverse and inclusive workforce. | 21 (5.8) | 32 (8.8) | 72 (19.7) | 119 (32.6) | 121 (33.2) |
| Implementing continuous learning and development programs. | 18 (4.9) | 34 (9.3) | 67 (18.4) | 121 (33.2) | 125 (34.2) |
| Ensuring employee well-being. | 23 (6.3) | 44 (12.1) | 67 (18.4) | 111 (30.4) | 120 (32.9) |
| Integrating automation and advanced technologies. | 15 (4.1) | 26 (7.1) | 65 (17.8) | 115 (31.5) | 144 (39.5) |

Table 26 provides insights into the preparedness of employees across various HR-related tasks.

**1. Integrating Automation and Advanced Technologies**

- 39.5% (144) of respondents reported feeling "Very well prepared" to integrate automation and advanced technologies.
- 31.5% (115) felt "Well prepared", indicating a combined 71% who feel confident in this area.
- Only a small percentage, 4.1% (15), felt "Not at all prepared".
- This highlights a strong overall preparedness in adopting advanced technologies.

**2. Implementing Continuous Learning and Development Programs**

- 34.2% (125) reported being "Very well prepared" to implement continuous learning and development programs.
- 33.2% (121) felt "Well prepared", reflecting a combined 67.4% feeling confident in this area.
- A lower percentage, 4.9% (18), reported being "Not at all prepared".
- This indicates considerable focus and confidence in continuous learning and development initiatives.

**3. Managing a Diverse and Inclusive Workforce**

- 33.2% (121) of respondents reported being "Very well prepared" to manage diversity and inclusion.
- 32.6% (119) reported being "Well prepared", giving a combined 65.8% confidence level.
- Only 5.8% (21) felt "Not at all prepared".
- This suggests solid preparedness for fostering diversity and inclusion.

**4. Ensuring Employee Well-being**

- 32.9% (120) felt "Very well prepared" to ensure employee well-being.
- 30.4% (111) were "Well prepared", combining to 63.3% of respondents feeling confident in this area.
- 6.3% (23) reported being "Not at all prepared".
- This reflects moderate readiness with some room for improvement.

**5. Adapting to Remote and Hybrid Work Models**

- 32.3% (118) reported feeling "Very well prepared" to adapt to remote and hybrid work models.

- 28.5% (104) reported being "Well prepared", resulting in a combined 60.8% confidence level.
- 6.8% (25) reported being "Not at all prepared", which is slightly higher than other categories.
- This suggests the need for further enhancements in preparedness for remote and hybrid work adaptations.

**Key Insights (Summary):**

1. Integration of Automation and Advanced Technologies is where respondents feel most prepared, with 39.5% indicating they are "Very well prepared".
2. Continuous Learning and Development Programs and Managing a Diverse and Inclusive Workforce follow closely, showing strong confidence levels above 65%.
3. Employee Well-being and Remote/Hybrid Work Models have relatively lower confidence levels, with combined preparedness percentages hovering around 60%.
4. The percentage of respondents reporting "Not at all prepared" remains consistently low across all categories, ranging from 4.1% to 6.8%, indicating that the majority are at least moderately prepared for these HR tasks.

This analysis highlights areas of strength, such as technology adoption, and areas needing further focus, like remote work models and employee well-being initiatives.

*Table 4. 27*
*Frequency of how satisfied you with your organisation's current AI-driven HR transformation efforts are*

| How satisfied are you with your organisation's current AI-driven HR transformation efforts | Frequency | Percent |
|---|---|---|
| Very dissatisfied | 1 | .3 |
| Dissatisfied | 5 | 1.4 |

| | | |
|---|---|---|
| Neutral | 335 | 91.8 |
| Satisfied | 19 | 5.2 |
| Very satisfied | 5 | 1.4 |
| **Total** | **365** | **100.0** |

Table 27 provides an overview of respondents' satisfaction levels with their organisation's current AI-driven HR transformation efforts. The majority, 91.8% (335), reported feeling "Neutral" about their organisation's AI-driven HR transformation efforts. This suggests that while employees may not perceive significant issues, they also do not express strong satisfaction or dissatisfaction, indicating a need for further engagement or improvements. 5.2% (19) of respondents indicated they are "Satisfied" with the current AI-driven HR transformation. Although a small percentage, this reflects a positive perception among a portion of the respondents. 1.4% (5) reported feeling "Dissatisfied" with the transformation efforts. This highlights a minor segment experiencing dissatisfaction, which may signal challenges in implementation or communication. 1.4% (5) of respondents reported being "Very satisfied", showing that a small group perceives the efforts as highly effective. A negligible 0.3% (1) expressed being "Very dissatisfied", indicating an isolated case of strong disapproval.

**Key Insights (Summary):**

1. "Neutral" responses dominate, with 91.8% of respondents neither strongly approving nor disapproving of AI-driven HR transformation efforts.
2. Only 6.6% of respondents reported being either "Satisfied" or "Very satisfied", suggesting limited enthusiasm or noticeable success.
3. Dissatisfaction remains low, with a combined 1.7% expressing being "Dissatisfied" or "Very dissatisfied".

The data indicates that while most employees do not express dissatisfaction, the lack of strong satisfaction suggests opportunities to improve AI-driven HR transformation efforts to better engage and meet employee expectations.

*Table 4. 28*
*Correlation between alignment with future work trends and AI driven HR transformation using Pearson correlation*

| | **Alignment with Future Work Trends** | **AI driven HR transformation** |
|---|---|---|
| **Alignment with Future Work Trends** | 1 | |
| **AI driven HR transformation** | .892** | 1 |

**p<0.01

Table 28 shows the correlation between Alignment with Future Work Trends and AI-driven HR Transformation. There is a strong positive correlation between Alignment with Future Work Trends and AI-driven HR Transformation ($r=0.892$, $p<0.01$). This indicates that as organisations advance their AI-driven HR transformation efforts, there is a high likelihood of aligning better with future work trends. This strong association suggests that AI-driven HR transformation plays a critical role in helping organisations stay aligned with future work trends. By enhancing AI implementation, organisations can better adapt to changes in workforce demands and technological advancements.

*Table 4. 29Impact of AI driven HR transformation on alignment with future work trends using linear regression*

| | **Unstandardized Coefficients** | | **R-square** | **t-value** | **p-value** |
|---|---|---|---|---|---|
| | **Beta** | **SE** | | | |
| **(Constant)** | -0.120 | 0.108 | 0.795 | -1.111 | 0.267 |

| | | | | | |
|---|---|---|---|---|---|
| **AI driven HR transformation** | 1.028 | 0.027 | | 37.553 | **0.000*** ** |

Dependent Variable: Alignment with Future Work Trends, ***p<0.001.

Table 29 presents the results of a regression analysis examining the relationship between AI-driven HR transformation and Alignment with Future Work Trends. Below is the detailed interpretation: The coefficient (Beta) for AI-driven HR transformation is 1.028, meaning that for every 1-unit increase in AI-driven HR transformation, there is a corresponding 1.028-unit increase in alignment with future work trends. The p-value of 0.000 ($p < 0.001$) confirms that the relationship between AI-driven HR transformation and alignment with future work trends is highly statistically significant. The R-square value of 0.795 suggests that 79.5% of the variance in alignment with future work trends is explained by AI-driven HR transformation. This indicates an exceptionally strong model fit, meaning AI-driven HR transformation accounts for the majority of changes in aligning with future work trends.

**Objective 5: To identify key factors impacting the effective alignment of AI-driven HR transformation with the demands of future work.**

*Table 4. 30*
*Frequency of how well the organisation is currently aligning its AI-driven HR transformation with future work demands*

| **How well is the organisation currently aligning its AI-driven HR transformation with future work demands** | **Frequency** | **Percent** |
|---|---|---|
| Not at all aligned | 30 | 8.2 |
| Slightly aligned | 45 | 12.3 |
| Moderately aligned | 104 | 28.5 |

| | | |
|---|---|---|
| Well aligned | 81 | 22.2 |
| Very well aligned | 105 | 28.8 |
| **Total** | **365** | **100.0** |

Table 30 presents data on how well organisations are aligning their AI-driven HR transformation with future work demands. A significant portion of respondents (28.8%, n = 105) believe their organisations are very well aligned with future work demands. This reflects strong confidence in the organisation's AI-driven HR transformation efforts. Almost equal to the top category, 28.5% (n = 104) of participants feel their organisations are moderately aligned. This suggests that while progress has been made, there is still room for improvement in aligning AI-driven HR practices with future needs. About 22.2% (n = 81) of respondents report their organisations are well aligned. This indicates a reasonably good level of alignment, though not optimal. A smaller proportion, 12.3% (n = 45), believe their organisations are only slightly aligned. This highlights gaps in implementation and a need for focused efforts to improve AI integration. A minority, 8.2% (n = 30), perceive their organisations as not at all aligned. This reflects a significant challenge for these organisations in integrating AI-driven HR strategies to meet future work demands.

*Table 4. 31*
*Correlation between key factors impacting alignment and AI-driven HR transformation with future work demands using Pearson correlation*

| | **Key Factors Impacting Alignment** | **AI-driven HR transformation with future work demands** |
|---|---|---|
| Key Factors Impacting Alignment | 1 | |
| AI-driven HR transformation with future work demands | -.003 | 1 |

Table 31 presents the correlation between key factors impacting alignment and AI-driven HR transformation with future work demands. The correlation value of -0.003 between the key factors impacting alignment and AI-driven HR transformation suggests a very weak negative relationship is found to be insignificant ($p>0.05$).

*Table 4. 32*
*Biggest challenges your organisation faces in aligning AI-driven HR transformation*

| **Biggest challenges your organisation faces in aligning AI-driven HR transformation** | **N** | **%** |
|---|---|---|
| Lack of leadership support | 168 | 47.3 |
| Inadequate training programs | 173 | 48.7 |
| Poor communication | 166 | 46.8 |
| Misalignment with organisational goals | 147 | 41.4 |
| Employee resistance to change | 187 | 52.7 |
| Insufficient evaluation and feedback mechanisms | 148 | 41.7 |
| Limited investment in technology | 127 | 35.8 |

Table 32 reveals the biggest challenges your organisation faces in aligning AI-driven HR transformation. The biggest challenge faced by organisations in aligning AI-driven HR transformation is employee resistance to change. Over half of the respondents highlighted this as a significant barrier followed by nearly 49% of organisations face difficulties due to insufficient training programs for employees to adapt to AI-driven HR initiatives, indicating a need for more structured learning and development opportunities. Leadership support is crucial for driving AI adoption, and a large portion of organisations (47.3%) struggle with a lack of commitment from senior management to foster AI-driven HR transformation. Almost 47% of organisations find that poor communication between

departments, teams, and leadership hinders the successful alignment of AI in HR practices. Over 41% of respondents pointed out that misaligning AI-driven HR initiatives with broader organisational goals presents a challenge, leading to inefficiencies or lack of clear direction. A similar percentage of respondents (41.7%) reported challenges due to the lack of effective evaluation and feedback systems to assess the success of AI implementations in HR. The least reported challenge (35.8%) was limited investment in the necessary technology to support AI-driven HR transformation, indicating that some organisations may not have enough financial resources allocated for technological upgrades.

*Table 4. 33*
*Most critical factor for the successful alignment of AI-driven HR transformation with future work demands*

| **Most critical factor for the successful alignment of AI-driven HR transformation with future work demands** | **N** | **%** |
|---|---|---|
| Leadership support | 93 | 26.1 |
| Employee training and development | 91 | 25.5 |
| Clear communication | 65 | 18.2 |
| Alignment with organisational goals | 68 | 19.0 |
| Employee engagement and acceptance | 76 | 21.3 |
| Continuous evaluation and feedback | 49 | 13.7 |
| Technological investment | 43 | 12.0 |

Table 33 reveals the most critical factor for the successful alignment of AI-driven HR transformation with future work demands. The most critical factor for successful alignment is leadership support, with 26.1% of respondents emphasizing that strong backing from leadership is essential for AI-driven HR initiatives to succeed followed by close behind, 25.5% of organisations identify employee training and development as key

to successfully aligning AI-driven HR with future demands. Proper training ensures that employees are equipped to work effectively with AI technologies. Employee engagement and acceptance, reported by 21.3% of respondents, is also critical for successful AI integration. When employees are engaged and open to change, AI adoption is more likely to succeed. Nearly 19% of respondents highlight the importance of ensuring that AI-driven HR transformation aligns with the broader organisational goals, which provides clarity and purpose for AI adoption. Clear communication is another important factor, cited by 18.2% of respondents. Effective communication across all levels is necessary to ensure alignment and understanding of AI-driven HR initiatives. Continuous evaluation and feedback mechanisms are seen as important by 13.7% of respondents. Regular assessments ensure that the AI transformation is on track and allows for timely adjustments based on employee feedback. The least critical factor, according to 12% of respondents, is technological investment. While it is still important, organisations seem to place less emphasis on financial resources for technology compared to other factors.

## 4.2 Qualitative Analysis

### Introduction

In this qualitative analysis, we examine 16 responses from individuals discussing how Human Resource (HR) automation and transformation can align with the future of work. The responses provide insights into various aspects of HR automation, including data security, feedback collection, automation tools, and how they align with organisational goals. Key themes such as AI, data security, employee engagement, and continuous improvement of systems emerge as critical components. The analysis helps understand how HR practices can adapt to future challenges and technological advancements. By exploring these responses, we aim to identify trends and strategies to improve HR processes in the long run.

**How does your organisation currently utilise automation within HR processes?**

Automation in Recruitment and Onboarding

*We are using automation for resume screening and initial candidate assessments. This helps us speed up the hiring process and focus on the qualified applicants."* (Response 1)

*Our organisation automates recruitment, payroll management, attendance tracking, performance evaluations, and employee onboarding to improve efficiency and accuracy."* (Response 15)

Payroll and Attendance Management

*Payroll and other HR processes are managed centrally, emphasizing the shift from local to globalized, standardized operations."* (Response 12)

*In our enterprise, we have automated leave and attendance tracking systems, through which employees can apply for leave and check their leave balances very easily."* (Response 5)

Employee Performance Management

*ERP Platforms: Korn Ferry utilises SAP SuccessFactors for various HR processes, such as performance management, feedback sessions, and leave management."* (Response 12)

Employee Engagement and Communication

*We use automation tools like AI-driven translation (UMAI) and communication tools to streamline HR tasks, improving efficiency and reducing manual effort."* (Responses 13, 16)

Compliance and Succession Planning

*We use automation in compliance tracking, which maintains labor laws and company policy through regular updates and notices."* (Response 8)

Challenges in HR Automation

*The aspiration exists, but due to excitement and confusion, they struggle with starting, integrating, and prioritizing automation."* (Response 11)

*Table 4. 34*
*Theme and Sub-themes for organisation currently utilise automation within HR processes*

| Theme | Sub-themes |
|---|---|
| Automation in Recruitment | Resume screening, Onboarding processes, End-to-end recruitment management |
| Payroll and Attendance Management | Payroll processing, Leave and attendance tracking |
| Employee Performance Management | Performance metrics, Performance tools, Learning and development |
| Employee Engagement and Communication | Engagement surveys, Communication tools, Chatbots for employee queries |
| Compliance and Succession Planning | Compliance tracking, Succession planning |
| Challenges in HR Automation | Lack of integration, Unclear strategies, Struggle with prioritization |

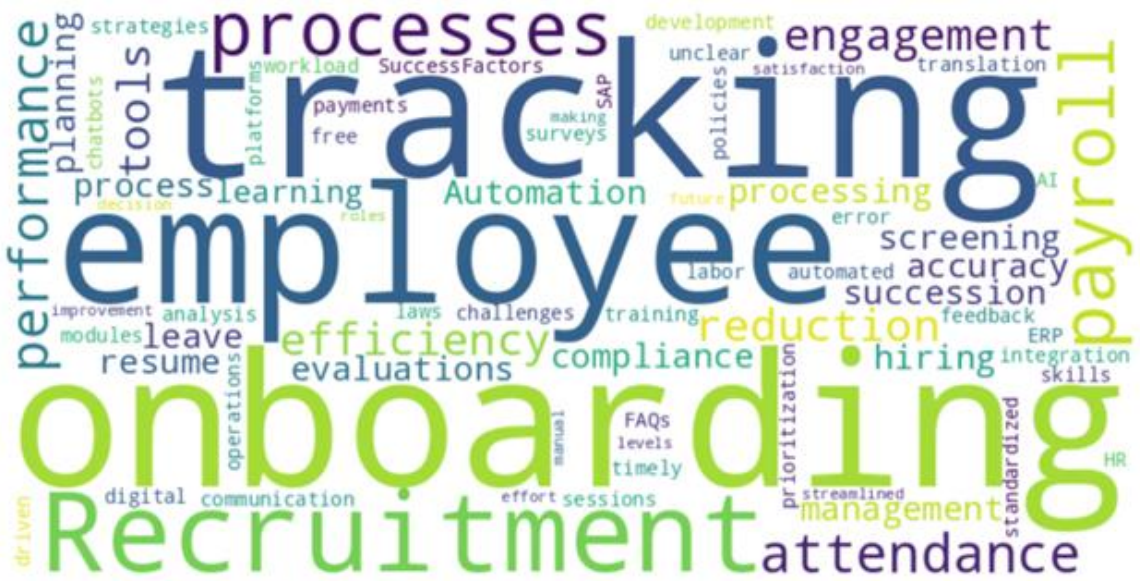


*Figure 4. 9*
*Cloud map for organisation currently utilise automation within HR processes*

The word cloud visually highlights the most frequently occurring terms in the qualitative responses about HR automation. Larger words represent terms that appear more frequently in the participant responses, reflecting key themes and priorities. The word

cloud highlights that the primary focus of HR digital transformation is on automating key processes like recruitment, onboarding, payroll, and performance management. However, challenges such as unclear strategies and integration difficulties were also identified as significant concerns. Additionally, there is a growing adoption of tools aimed at enhancing employee engagement and communication, which are increasingly used to simplify interactions and gather feedback.

**Objective 2: In what ways has the introduction of automation changed the roles and responsibilities of HR professionals in your organisation?**

*Table 4. 35*
*Theme and Sub-themes for introduction of automation changed the roles and responsibilities of HR professionals in your organisation*

| Theme | Sub-themes | Responses |
|---|---|---|
| Shift Toward Strategic Decision-Making | Focus on strategic decision-making, talent development, workforce planning | "Automation has enabled us to spend more time on strategy and talent development rather than routine administrative tasks." (Response 1) "We invest most of our time in hiring decisions and workforce planning." (Response 2) |
| Increased Focus on Employee Engagement and Development | Focus on employee engagement, fostering work culture, designing training programs | "Our HR team has shifted attention toward designing better training programs and fostering a positive work culture."(Response 3) "Automation has freed HR professionals from spending time on paperwork, enabling more |

| | | |
|---|---|---|
| | | interaction with employees." (Response 5) |
| Data-Driven Decision-Making | Use of data from automated systems to track key metrics like employee satisfaction, turnover rates | "We review metrics from automated tools such as turnover rates and employee satisfaction scores to propose new HR initiatives."(Response 6) "Automation has made us data-driven decision-makers, as we now rely on insights to identify trends and predict workforce needs."(Response 8) |
| Emphasis on Diversity, Inclusion, and Human-Centric Projects | Focus on diversity, inclusion, and creative projects requiring human-centric approaches | "We have been more involved in diversity and inclusion projects that require creative and human-centric approaches."(Response 7) |
| HR as a Strategic Partner | Transformation of HR from administrative to strategic partner in achieving business goals | "The shift toward automation has transformed our team into a strategic partner, enabling us to contribute more directly to business goals."(Response 10) |
| Reskilling and Mindset Shifts | Reskilling and changes in mindset required due to automation | "Changes have reshaped not only how HR tasks are carried out but also the overall mindset of HR professionals."(Response 11) |


*Figure 4. 10*
*Cloud map for introduction of automation changed the roles and responsibilities of HR professionals in your organisation*

The word cloud image visually represents key themes and concepts from the responses about how automation has changed the roles of HR professionals. Larger words like "Strategic decision-making," "Employee engagement," and "Talent development" stand out, showing that HR professionals are increasingly focused on strategy, employee relationships, and skill development rather than routine tasks. Other important terms include "Reskilling," "Workforce planning," and "Data-driven," indicating HR's shift towards more analytical and forward-thinking roles.

**Objective 3: "What were the major challenges your organisation faced while implementing HR automation, and how were they addressed?**

*Table 4. 36Theme and Sub-themes for the major challenges your organisation faced while implementing HR automation, and how they were addressed*

| Theme | Sub-themes | Responses |
|---|---|---|

| | | |
|---|---|---|
| **Resistance to Change** | Employee resistance, communication, upskilling | "The biggest hurdle was the resistance of employees to change. We handled this by conducting training sessions..." (Response 1) |
| **System Integration** | Tool integration, system compatibility | "Some tools initially were not integrating correctly with our systems. We worked with the vendor to customize them." (Response 3)<br>"Resistance to change and integration with existing systems. We addressed these by providing training and ensuring smooth system compatibility." (Response 14) |
| **Data Migration and Security** | Data migration, data security, compliance | "Data migration from old systems was complex. We hired a specialized IT team for the transition." (Response 2)<br>"Data security concerns were a challenge, but we ensured compliance with regulations and used internal tools for better data privacy." (Response 13) |
| **Cost and Budgeting** | Implementation costs, budgeting, phased rollout | "The initial cost of implementation was high, requiring careful budgeting and prioritizing features." (Response 6) |
| **Adoption and Training** | Training, adoption difficulties, hands-on training | "Our team faced challenges in adopting automated systems but we resolved this by providing hands-on training." (Response 8) |
| **Lack of Change Management** | Change management, proper transition support | "The key challenge was the lack of change management practices. The transition was not always seamless, but the end goals were achieved." (Response 11) |

| | | |
|---|---|---|
| **Communication Gaps** | Communication breakdown, updates, meetings | "We observed a gap in communication during the implementation of HR automation, but we addressed it by sending regular updates." (Response 9) |

The responses indicate that the primary challenges faced during the implementation of HR automation were resistance to change, system integration issues, and data migration difficulties. These were addressed through targeted employee training, clear communication, and strategic involvement of IT teams to ensure smooth transitions and effective system integration. Furthermore, careful budgeting and continuous monitoring through KPIs helped manage the initial high costs and assess performance.


*Figure 4. 11*
*Cloud map for the major challenges your organisation faced while implementing HR automation, and how they were addressed*

Here is the word cloud based on the responses to the question "What were the major challenges your organisation faced while implementing HR automation, and how were they addressed?" The most prominent terms include "automation," "challenge," "system," "training," "change," and "data," highlighting key areas such as resistance to change,

system integration, training, data security, and communication issues faced during the implementation of HR automation.

**Objective 4: "How has your organisation supported HR staff and other employees in adapting to automated systems and tools?**

*Table 4. 37*
*Theme and Sub-themes for organisation supported HR staff and other employees in adapting to automated systems and tools*

| Theme | Sub-themes | Responses |
|---|---|---|
| **Training and Workshops** | On-the-job training, Workshops, Seminars, Video tutorials, User manuals, Awareness sessions | "We engaged employees in on-the-job training to help them utilise the newly automated system properly."( Response 1)<br>"We prepared a user manual and video tutorial to make the adoption of the automation process easier." (Response 3) |
| **Helpdesk and Support** | Help desk, Individual support, Continuous feedback channels, Ongoing support, Mentorship programs | "We issued a help desk for the staff to raise their queries regarding automated tools." (Response 2)<br>"The HR team collaborated with software vendors to provide employees with personalized support and demos."( Response 8) |
| **Collaboration with Vendors** | Vendor collaboration, Personalized demos, Tool customization based on feedback | "The HR team worked with software vendors to provide individualized support and demos for employees." (Response 8) |

| | | |
|---|---|---|
| **Transition Period** | Transition period for smooth adoption, Stress reduction, Time to adapt to the new system | "We issued a transition period to allow employees to easily adopt the automation process and reduce stress." (Response 6) |
| **Change Management** | Change management strategies, Communication about benefits, Regular updates on progress | "We implemented change management strategies with regular communication about automation's purpose and its long-term benefits."( Response 10)<br>"We provided detailed training programs, ongoing support, and clear communication about the benefits of automation."( Response 15) |
| **Incentives and Rewards** | Reward programs for successful adaptation, Completion of training courses | "Employees were rewarded after completing training or incorporating automation into their work seamlessly." ( Response 9) |
| **Employee Feedback** | Soliciting feedback, Modifying tools based on feedback, Ensuring tools meet employee needs | "We solicited feedback from staff members on their experience and modified the tools accordingly." (Response 7) |

The responses reveal that organisations have used a variety of methods to support HR staff and employees in adapting to HR automation. These include offering structured training, creating user-friendly manuals and tutorials, and providing ongoing support through help desks and vendor collaboration. Feedback from employees was encouraged, and tools were modified based on this feedback to ensure successful adoption. Additionally, organisations implemented change management strategies to communicate the benefits of automation clearly and offered rewards for completing training or successfully adapting to the new system.


*Figure 4. 12*
*Cloud map for organisation supported HR staff and other employees in adapting to automated systems and tools*

The **word cloud** visually represents the most frequently mentioned words from the responses. Larger words appear more often in the responses, indicating they are key themes or concepts.

In this word cloud, you can observe common terms related to **employee support** during the automation process, such as **training, help desk, workshops, support,** and **feedback**. These words highlight the importance of preparing and assisting staff members to adapt to the new automated systems. The overall theme suggests that organisations are focusing on **helping employees** understand, engage with, and successfully adopt automation tools. The repeated appearance of terms like **training**, **support**, and **communication** emphasizes the efforts to ensure a smooth transition for HR staff and employees.

**Objective 5. What are the most significant benefits your organisation has experienced as a result of HR automation?**

*Table 4. 38*
*Theme and Sub-themes for the most significant benefits your organisation has experienced as a result of HR automation*

| Theme | Sub-themes | Responses |
|---|---|---|
| **Efficiency & Time Savings** | Administrative Time, Process Efficiencies | "HR automation has reduced by a large margin the administrative time spent on such items."( Response 1) |
| **Accuracy & Reduced Errors** | Payroll Accuracy, Compliance Tracking | "Payroll processing and tracking of compliance have improved their accuracy to reduce errors and legal risk."(Response 2) |
| **Improved Decision Making** | Analytics, Workforce Insights | "The analytics from automated systems help in gaining valuable insights related to workforce trends enabling to gain informed decisions."(Response 8 ) |
| **Employee Satisfaction** | Engagement, Self-service Portals, Onboarding | "Employee engagement has become better due to automated tools for feedback collection and easy access to services."(Response 4) |
| **Streamlined Communication** | HR-Department Collaboration, Communication | "The adoption of an automated system improved communication and collaboration between HR and different departments."(Response 9) |
| **Cost & Resource Management** | Cost Savings, Strategic Focus | "More resources now are free to be invested in more strategic initiatives."(Response 1) |

HR automation has brought significant benefits, with major improvements in **efficiency**, **accuracy,** and **employee satisfaction**. The automation of routine tasks, payroll processing, and recruitment has resulted in **time savings**, allowing HR professionals to

focus on strategic activities. Additionally, automation has improved **communication** and **collaboration** between HR and other departments, making the workplace more cohesive. Furthermore, **employee engagement** has improved due to easy access to self-service tools and personalized learning.


*Figure 4. 13*
*Cloud map for the most significant benefits your organisation has experienced as a result of HR automation*

The word cloud generated from the responses represents the most frequent words that appear in the text. In a word cloud, words that appear more often are shown larger, while less frequent words are smaller. This visual tool helps identify the key themes or topics from the responses quickly. For example, if words like "efficiency," "automation," or "improved" appear larger, it indicates these topics are commonly discussed in the responses. The word cloud provides an easy way to understand the main ideas and trends within the data without reading through every response.

**Objective 6: How has HR automation affected employee experience and engagement within your organisation?**

*Table 4. 39*
*Theme and Sub-themes for HR automation affected employee experience and engagement within your organisation*

| Theme | Sub-themes | Responses |
|---|---|---|
| **Convenience and Ease of Access** | Easier access to HR services and information | HR automation has made routine tasks such as accessing pay slips or applying for leave much easier and more convenient.(Response 1,3,8,12) |
| | Self-service portals for managing HR needs | Self-service portals have empowered employees to manage their HR needs independently.(Response 3) |
| **Timely Feedback and Development** | Automation tools for timely feedback | With automated performance feedback tools, employees receive much more timely and constructive input.(Response 2) |
| | Personalized learning and development plans | Automated personal learning plans help provide a platform for individual development and growth on the job.(Response 6,14,16) |
| **Employee Empowerment and Trust** | Employee control and independence | Self-service portals create a sense of ownership and trust.(Response 3,7) |
| | Automated recognition programs | Automated recognition programs ensure fairness and timely awards to employees.(Response 9) |

| | | |
|---|---|---|
| **Streamlined Processes and Transparency** | Improved efficiency and faster responses | HR automation has improved employee experience by reducing manual processes, enabling quicker responses. |
| | Gathering and implementing feedback | Automated systems gather honest feedback in time and implement relevant changes promptly.(Responses: 5, 13, 15) |
| **Improvement in Organisational Culture** | Team-building and morale-boosting initiatives | Automation focused the HR agenda towards team-building activities and wellness programs, boosting employee morale.(Response 10) |
| | Enhanced perception of organisation | The enhanced perception of the organisation as progressive and forward-thinking has positively impacted employee engagement.(Response 11) |

The qualitative analysis table highlights key themes like efficiency and time savings, where responses emphasize smoother processes and reduced administrative burdens. Themes such as employee empowerment and engagement show that self-service portals, feedback tools, and onboarding automation help employees feel supported and valued. Improved communication and trust-building are reflected in clearer HR policies, timely recognition programs, and better collaboration. Lastly, themes like learning and growth focus on personalized learning plans and development opportunities, enhancing overall employee satisfaction and motivation.

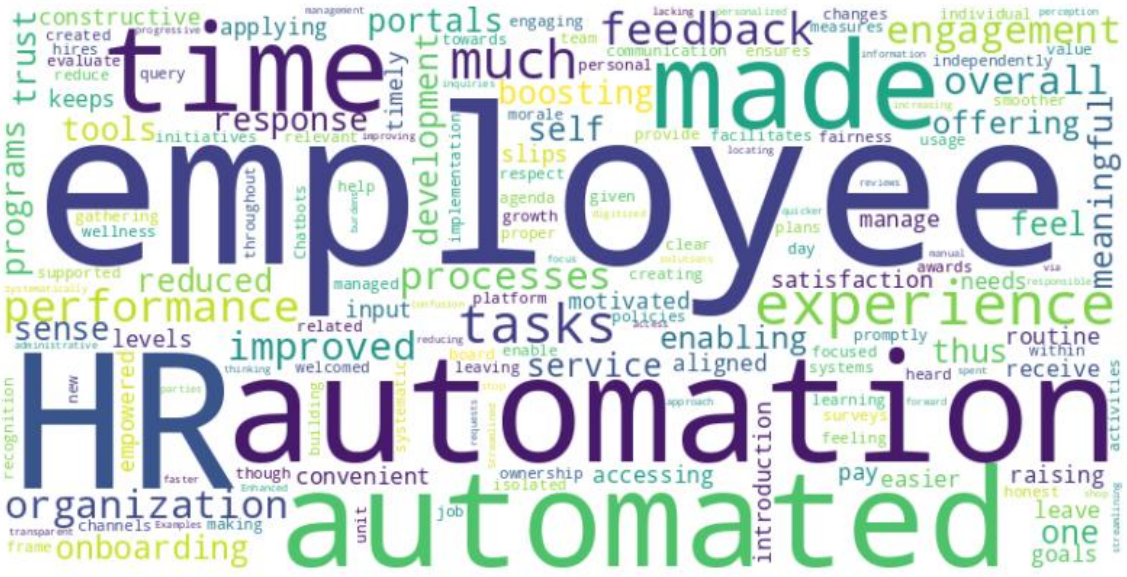


*Figure 4. 14*
*Cloud map for HR automation affects employee experience and engagement within your organisation*

The word cloud highlights key themes related to how HR automation improves employee experience and engagement. Prominent words such as **"employees," "automation," "experience," "engagement," "self-service," "onboarding,"** and **"feedback"** indicate the positive impacts of automation. These include smoother onboarding, streamlined HR tasks, timely feedback, and improved transparency. Overall, the word cloud emphasizes how HR automation enhances convenience, trust, and employee satisfaction.

**Objective 7: What emerging technologies and trends do you believe will have the most significant impact on HR in the next five years?**

*Table 4. 40*
*Theme and Sub-themes for emerging technologies and trends do you believe will have the most significant impact on HR in the next five years*

| Theme | Sub-themes | Responses |
|---|---|---|

| | | |
|---|---|---|
| **AI and Machine Learning** | Talent Acquisition, Decision Automation | "AI and machine learning will continue to revolutionize talent acquisition by offering more intelligent tools for resume screening..." (Response 1) |
| **HR Analytics & Big Data** | Data-Driven Decisions, Workforce Planning | "The advent of HR analytics and big data will enable organisations to make decisions more based on data-driven decision-making..." (Response 2) |
| **Virtual & Augmented Reality** | Immersive Training, Onboarding | "Virtual and augmented reality will revolutionize employee training and onboarding..." (Response 3) |
| **Blockchain Technology** | Data Security, Credential Verification | "Blockchain technology will likely improve HR processes, especially in securing employee records..." (Response 4) |
| **Chatbots & Conversational AI** | Real-Time Support, Task Automation | "Chatbots and conversational AI will be more advanced, providing real-time support for employees..." (Response 5) |
| **Remote Work Technologies** | Hybrid Workforce, Flexible Tools | "Remote work technologies and hybrid workforce management tools will gain more adoption..." (Response 6) |
| **Wearable Technology** | Health Tracking, Personalized Programs | "Wearable technology and the Internet of Things could find applications in tracking employee health..." (Response 7) |
| **Continuous Performance Systems** | Real-Time Feedback, Automation | "Continuous performance management systems, driven by automation, will supplant annual appraisals..." (Response 8) |

| | | |
|---|---|---|
| **Gamification** | Training, Recruitment, Engagement | "Gamification in the HR processes of training, recruitment, and engagement activities will be on the rise..." (Response 9) |
| **Predictive Analytics** | Forecasting, Workforce Trends | "Predictive analytics will improve HR's ability to forecast workforce trends, skill gaps, and attrition rates..." (Response 10) |
| **Generative AI** | Communication, Document Creation | "Generative AI will revolutionize HR by automating tasks like communication and document creation..." (Response 13) |
| **Advanced Experience Platforms** | Employee Development, Secure Records | "AI-powered HR analytics, advanced employee experience platforms, and blockchain for secure record-keeping..." (Response 15) |

The responses show how new technologies like AI, machine learning, and virtual reality are expected to change HR in the next five years. AI and machine learning will help automate tasks like hiring and improve decision-making. Technologies such as blockchain, wearable devices, and predictive analytics will focus on improving data security, health tracking, and forecasting workforce trends. Gamification and virtual reality will make HR processes more engaging and interactive. These advancements are expected to enhance employee experience, streamline tasks, and make HR more efficient.


*Figure 4. 15*
*Cloud map for emerging technologies and trends do you believe will have the most significant impact on HR in the next five years*

The word cloud generated from the responses highlights key trends and technologies that are expected to impact HR in the next five years. Words like "AI," "machine learning," "data," "automation," "analytics," and "recruitment" dominate, indicating a focus on technology-driven solutions for talent acquisition, employee engagement, and performance management. This shows a strong shift towards data-driven, efficient, and personalized HR practices.

**Objective 8: How does HR automation align with your organisation's overall strategic goals and objectives?**

*Table 4. 41Theme and Sub-themes for HR automation align with your organisation's overall strategic goals and objectives*

| Theme | Sub-themes | Responses |
|---|---|---|
| **Efficiency & Time Savings** | Administrative Efficiency | "HR automation helps us achieve the goal of operational efficiency as it |

| | | |
|---|---|---|
| | | streamlines administrative tasks and enables the HR team to focus on strategic initiatives." (Response 1) |
| **Data-Driven Decisions** | Analytics & Insights | "By providing data-driven insights, automation aligns with our objective of making informed decisions about workforce planning and employee engagement." (Response 2) |
| **Employee Satisfaction** | HR Requests & Work Environment | "Automation helps us improve our commitment to employee satisfaction by allowing quicker responses to HR requests and better work environment." (Response 3) |
| **Diversity & Inclusion** | Bias Reduction in HR | "Automated tools help us achieve our diversity and inclusion goals by removing unconscious bias from recruitment and performance evaluations." (Response 4) |
| **Cost-Effectiveness** | Cost-Cutting & Efficiency | "It also helps us meet our goal of cost-cutting since it automates time-consuming processes and helps avoid the risk of human error." (Response 5) |
| **Scalability & Growth** | HR Process Scalability | "Automated HR systems have scalability so that as our business grows, our HR processes can easily scale up with quality and efficiency." (Response 8) |

HR automation helps organisations achieve their strategic goals by improving efficiency, reducing costs, and allowing HR teams to focus on more important tasks. It

aligns with goals like employee satisfaction, diversity, and inclusion by making processes faster and fairer. It also supports growth by being scalable and helping organisations stay competitive with modern tools. By providing data insights, it helps organisations make smarter decisions about workforce planning and performance.


*Figure 4. 16*
*Cloud map for HR automation align with your organisation's overall strategic goals and objectives*

The word cloud displays the most frequent terms from the responses to the 8th question, highlighting key concepts related to HR automation and its alignment with organisational goals. Terms like "efficiency," "automation," "data," "employee satisfaction," and "strategy" stand out, indicating the focus on improving operations, making data-driven decisions, and enhancing employee experiences. The larger the word, the more important it is in the responses, emphasizing the importance of operational efficiency, cost reduction, and strategic growth.

**Objective 9: How does your organisation address data security and privacy concerns associated with HR automation?**

*Table 4. 42*
*Theme and Sub-themes for organisation address data security and privacy concerns associated with HR automation*

| Theme | Sub-themes | Responses |
|---|---|---|
| **Data Security Measures** | **Encryption, Access Control** | "We use advanced encryption protocols to ensure all employee data is kept securely stored and transmitted in our automated HR systems." (Response 1) |
| **Compliance** | **Regulatory Compliance, Audits** | "Our organisation follows all the relevant data protection laws, like GDPR, and our HR automation tools are regularly audited for compliance." (Response 2) |
| **Access Control** | **Authentication, Role-based Access** | "Access to sensitive HR data must include multi-factor authentication to limit only authorized personnel from accessing and changing records." (Response 3) |
| **Employee Awareness** | **Cybersecurity Training** | "We hold regular cybersecurity training for our HR staff and employees to keep them aware of potential threats and safe practices." (Response 4) |
| **Data Privacy** | **Transparency, Employee Information** | "To address privacy concerns, we ensure all automated HR tools have transparent data policies, and employees are informed about how their data is used." (Response 6) |

| | | |
|---|---|---|
| **Vendor Trust** | **Third-Party Security, Certifications** | "We engaged trusted vendors who possess credible security certifications and policies when it comes to HR automation software." (Response 7) |
| **System Security** | **Updates, Vulnerability Checks** | "System updates and vulnerability checks are frequently done for an effective guard against cybersecurity." (Response 8) |
| **Dedicated Data Protection** | **Dedicated Officer, Monitoring** | "The HR automation service provider within the organisation possesses a dedicated data protection officer who has responsibility in executing and tracking the monitoring process of HR automation data." (Response 9) |
| **Breach Management** | **Data Breach Response Plan** | "We have an obvious plan in place regarding a clear data breach response so any incident is rapidly detected, reported, and solved for minimal risks." (Response 10) |
| **Security Protocols** | **Security Compliance, Internal Tools** | "We ensure compliance with security regulations and use internal tools to safeguard data and maintain privacy." (Response 13) |
| **Data Protection** | **Encryption, Compliance with Regulations** | "We implement strict security protocols, data encryption, and compliance with data protection regulations to ensure privacy and security." (Response 14) |

| | | |
|---|---|---|
| **Comprehensive Protection** | **Encryption, Access Controls, Audits** | "We address data security and privacy by implementing robust encryption, secure access controls, regular audits, and compliance with data protection regulations like GDPR." (Response 15) |
| **Regulatory Compliance** | **Data Protection, Encryption** | "We ensure compliance with data protection regulations, use encryption for sensitive data, and implement strict access controls to ensure privacy and security." (Response 16) |

The responses indicate that the organisation prioritizes data security and privacy by using encryption, strict access control mechanisms, and compliance with data protection laws like GDPR. Additionally, transparency in data usage and regular cybersecurity training are key practices. The company ensures ongoing security by conducting audits, vulnerability checks, and engaging trusted vendors with credible certifications. These efforts align with the organisation's goal of safeguarding sensitive employee data in the HR automation process.

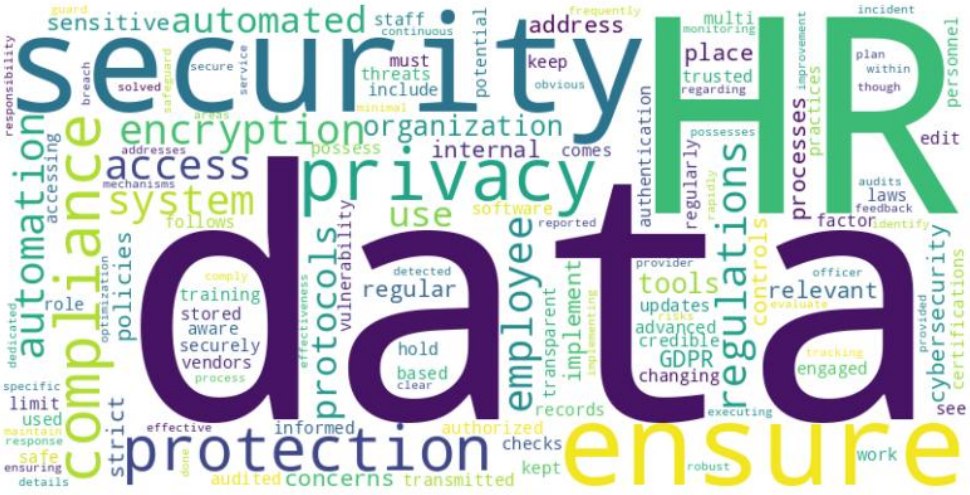


*Figure 4. 17*
*Cloud map for organisation address data security and privacy concerns associated with HR automation*

The focus on data security and privacy concerns within HR automation. Key terms like "encryption," "compliance," "privacy," and "access control" dominate, highlighting the importance of protecting sensitive employee data. The frequent mention of "regulations" and "cybersecurity" suggests a commitment to adhering to data protection laws and maintaining secure systems in HR processes.

**Objective 10: How does your organisation gather feedback on automated HR processes, and what steps are taken to continuously improve these systems?**

*Table 4. 43Theme and Sub-themes for organisation gather feedback on automated HR processes, and what steps are taken to continuously improve these systems*

| Theme | Sub-themes | Responses |
|---|---|---|
| **Feedback Collection** | Surveys, Focus Groups, Performance Reviews | "We conduct regular employee surveys to gather feedback on their experience with automated HR systems and identify areas for improvement." (Response 1) |
| **System Monitoring & Analytics** | Usage Data, Analytics | "We monitor usage patterns and identify features that may need enhancement by looking at analytics from the automated tools themselves." (Response 4) |
| **Open Communication** | Employee Portal, HR Chatbots | "There is an opportunity for the employees to submit feedback anytime through a special portal to ensure an ongoing dialogue on the effectiveness of HR automation." (Response 5) |
| **Continuous Improvement** | Feedback Implementation, Audits | "The system is periodically audited for performance to ascertain whether the |

| | | |
|---|---|---|
| | | tools meet organisational objectives and employee needs." (Response 6) |
| **Collaborative Feedback** | IT & HR Team, Testing Stages | "The IT and HR teams meet periodically to review system feedback and apply changes or updates according to usability studies." (Response 9) |
| **Holistic Approach** | Leadership, Line Managers, Communication | "The organisation gathers feedback on automated HR processes through ongoing communication with line managers, leadership, and those directly experiencing the changes." (Response 12) |

This table reflects the various ways in which feedback on automated HR processes is gathered. The most common methods include surveys, focus groups, and regular audits of system performance. The organisation emphasizes the importance of open communication channels, such as feedback portals and HR chatbots, and takes a collaborative approach between HR, IT teams, and leadership to ensure continuous improvement. The feedback is regularly used to refine the automation systems and enhance user experience.

The word cloud shows key ideas like "feedback," "surveys," "employees," "improvement," and "systems." as shown in figure 18. It suggests that the organisation collects feedback from employees through surveys and other methods to make their HR processes better. The focus is on improving HR systems based on what employees think.


*Figure 4. 18*
*Cloud map for organisation gather feedback on automated HR processes, and what steps are taken to continuously improve these systems*

# CHAPTER V:

# DISCUSSION AND CONCLUSION

## 5.1 Introduction

This chapter examines research findings on 'The AI-Powered Evolution of Human Resources: Transforming Workplaces for the Future', with an emphasis on how these stands in relation to changing paradigms of work in the future. It integrates quantitative–qualitative data from surveys and interviews to examine AI deployment in core HR processes and organisational impact thereof. The key themes are HR professionals' perspectives on AI, the cultural shifts in employee experience, and alignment with the future trends of work. The findings have revealed that 72.6% of the surveyed organisations have already adopted AI in HR, which justifies the accelerating pace of digital transformation at a global level. This chapter links the identified patterns with theoretical frameworks to emphasize the complexities, opportunities, and practical and theoretical implications of such linkages and provides insights into future research and innovation.

## 5.2 Discussion

### 5.2.1 Perceptions of Human Resource Professionals towards Artificial Intelligence Inclusion

Artificial intelligence is integrally changing the face of human resource management, and the approach of HR professionals towards the adoption of AI is multifaceted. As shown in Table 7, it was found that a total of 72.6% of the organisations under study currently use AI mechanisms in their respective HR departments; this indeed shows a very strong trend towards the wide acceptability of AI-driven technologies. This adoption rate is even more significant when the demographic profile of respondents is considered: the majority of participants are senior-level professionals, 90.1%, with 6-10 years of experience, 87.7%, further indicating seasoned HR leaders are at the forefront of this technological shift.

Analysis done depicts a number of key areas wherein AI has made remarkable forays into the operations conducted by HR: Recruitment and Talent Acquisition: This domain has witnessed the highest adoption at 67.6%. With AI-powered tools such as ATS, AI-powered resume parsing, and predictive analytics beginning to take center stage in hiring, the way it is done has been changing fast. These technologies enable HR personnel to sift through thousands of applications with efficiency, pick the best candidates matching their predefined criteria, and even predict the long-term success that candidates will have within an organisation. By automating repetitive tasks, AI frees up HR teams to focus on more strategic aspects of recruitment, like employer branding and candidate engagement.

**Training and Development:** AI adoption has reached 63.7% in creating personalised learning for employees. The AI-powered learning platforms can analyse the existing skills an employee has and recommend the necessary training modules to bridge the gap in skills. Besides that, the platforms have built-in adaptive learning capabilities, adjusting content delivery based on the learner's pace and preference, which increases overall training effectiveness.

**Performance Management:** The adoption of AI in performance management stands at 63.0% in the quest for increasing confidence in AI's ability to objectively supply data-driven insights. With AI tools, the company can monitor employee performance consistently, including their productivity, attendance, and project outcomes. AI not only facilitates more objective reviews but also allows the manager to give timely feedback and create customised development plans for each employee.

**Onboarding:** 58.4% is the rate of adoption for onboarding processes using AI, and that just goes to prove there is indeed much more possible with the incorporation of this technology during this critical stage of an employee's lifecycle. With AI chatbots and virtual assistants, candidates will be enabled to walk themselves through their onboarding process, which also includes addressing some commonly asked questions besides the main core training.

**Employee Engagement:** Artificially intelligent employee engagement tools are used by HR professionals to map workplace satisfaction at 53.1%. These make use of sentiment analysis in determining employee morale and suggest actionable ways to enhance workplace engagement. For instance, employees can give real-time feedback about their problems. Predictive analytics might help in finding the trend in employee satisfaction and retention.

### 5.2.2 Concerns and Challenges with AI Integration

Despite such huge benefits, the study also brings to the fore a number of concerns which human resource professionals consider to be part of the adoption of AI within their profession. Such challenges reflect the complex relationship between technology and human-centric HR practices.

**Data Privacy and Security:** With 67.5% of the respondents marking this as a major concern, data privacy and security emerge as the most important concerns. Handling sensitive employee information, such as personal details, performance data, and even health records, is part of using AI in HR. Ensuring the security of this data and compliance with privacy regulations like GDPR is a top priority for HR leaders.

**Overdependence on the Systems of Artificial Intelligence:** About 59.0% of respondents are worried about over-reliance on the artificial intelligence systems. As much as AI is going to enhance many aspects, like making informed decisions efficiently, over-reliance on it will amount to making it difficult for any organisation, in case the system goes into error and failure, or even under serious cyberattacks. Moreover, dependence on AI might discourage human interventions, which very often play a crucial part in nuanced and emotionally highly charged situations.

**Lack of Transparency:** This covers the "black box" nature of algorithms-issues pointed out by the striking percentage of 56.5%. Lack of transparency regarding algorithms' decision-making processes is considered one serious negative consequence of AI applications, simply because this can create skepticism either among employees or

management alike regarding areas of application that AI belongs to. Just imagine a scenario where either a job refusal or indications of an underperforming employee are in front of an AI-based system that does not give proper or sufficient reason; here indeed, one questions the need that needs to be shown being dissatisfied.

**Job Displacement:** The comfort level regarding possible job displacement through automation by respondents is shared by 51.5% of the participants. Though AI is mainly recognised as just a productivity enhancer, some foresee that automation in routine administration-based HR tasks concerning payroll processing, attendance tracking, and fringe benefits may render certain job roles in jeopardy.

### 5.2.3 Balancing Optimism and Pragmatism

Interestingly, despite these concerns, a whopping 91.2% of the respondents said they are likely to recommend AI implementation in their respective HR departments. This has indicated a layered approach from HR professionals in respect of artificial intelligence, where respect for the transformation potential of AI does not let them forget, the challenges linked with it. This reflects the strategic mind of the HR leader, striving for a trade-off between advantages and possible risks. The apparent contradiction between enthusiasm for AI on one hand and the different concerns associated with its wide-scale adoption on the other is multifaceted:

**Appreciation of AI's benefits:** HR professionals recognise a substantial promise from AI in contributing to efficiency, accuracy, and employee satisfaction. AI frees HR teams to put more of their energy into strategic work such as talent development and organisation design by automating routine administrative tasks.

**Proactive Risk Management:** Most of the challenges related to AI are perceived by HR professionals as being containable with the right governance and oversight. For instance, data privacy risks could be limited by deploying cybersecurity and data protection policies in appropriate measures. Similarly, avoiding transparency could be ensured by a choice of AI systems allowing good explanations for the decision-making.

**Long-term perspective:** HR leadership would more often take a longer-term view of AI adoption, focusing on the opportunity provided for innovation and growth. So much as displacements were a concern, many say that AI will create new jobs such as AI specialists and data analysts, and the workforce may be transformed rather than shrinking.

### 5.2.4 Areas for Improvement and Future Directions

The study identifies several areas where AI adoption in HR can be optimized to meet the current challenges and fully realise its potential:

**Improved Transparency:** It will turn into an organisational mandate to begin investment in the development and deployment of explainable AI systems. To this effect, it becomes critically important that AI decisions can be interpreted with clear logic to instill confidence in AI-driven decisions for HR professionals and other employees/stakeholders alike.

**Skill Development:** Fully leveraging AI means that HR teams will have to develop greater digital literacy and technical competencies. Training programs in AI principles, data analytics, and ethical considerations will help the HR professionals manage the AI systems effectively and responsibly.

**Hybrid models:** would be taking a balanced approach toward efficacy and governance wherein combined AI and human capital come into play. For example, while the faster results from AI can ensure candidate screening, human intervention becomes necessary in making final hiring calls on qualitative parameters related to cultural fit and interpersonal dynamics.

**Ethics:** Clear-cut ethics on how AI can be utilise within the HR framework are a must. The ethical framework should form part of the core strategy with regard to mitigating biases, consent by employees, and accountability regarding AI-driven decisions.

The findings of this study have brought to the fore the rather ambivalent relationship between HR professionals and AI integration. While there is a general consensus on the immense possibilities of AI to bring disruptive changes in HR processes,

improving organisational efficiency and enhancing employee experience, there are also apprehensions regarding data privacy, transparency, and job loss. Hence, since this trend of AI application is not going to retreat but shall move forward in organisations more than ever, it calls for every organisation to be equipped with a strategic and holistic approach towards all decisions and actions that the HR leadership should assume responsibility for.

Addressing the challenges arising out of AI, preparing the workforce through investment in upskilling, and infusing a culture of transparency and ethics will enable human resources professionals to realise AI-driven meaningful transformation in the functional area. This holistic investigation into the perceptions regarding the integration of AI amongst professionals in HR outlines several issues related to opportunities arising, challenges that emerge and can thus facilitate further exploratory research for innovation leading toward future scenarios of human resource management.

### 5.2.5 Impact of AI-Driven HR Transformation on Organisational Culture

AI in HR has now become a transformational force that reshapes organisational culture; it is not incremental but systemic, touching all facets of organisational operations and interactions. It evidences from the study that AI-driven transformation hits at the very core of the culture of an organisation, and such impact goes deep into the core, as supported by strong statistical evidence.

*Transformation in Organisation Culture*

The correlation analysis in Table 17 shows the significant associations of AI-driven HR transformation with key cultural aspects. Namely,

**Organisational culture: $r = 0.848$, $p < 0.01$.** The strong value of the coefficient points out that AI integration in HR processes influences cultural dynamics in depth. Thus, AI, by automating routine activities, performing predictive analytics, and enhancing the management of talents, brings in a culture of adaptiveness toward the future.

**Decision-making processes: r = 0.877; p < 0.01:** This high positive correlation identifies that AI-driven insights from data have a major impact or consequence on strategic and operational decision-making. Leaders and managers have a finer understanding of how to apply data to drive decisions with reduced biases, thereby further improving outcomes.

**Communication patterns: r =.846, p <.01:** Communication within an organisation may be facilitated internally with a much greater degree of clarity and efficiency with the use of AI-powered tools. Using chatbots, AI-driven email optimisation, or virtual collaboration platforms, AI makes feedback timely and can disseminate information more succinctly.
Indeed, further proof through the regression analysis, as identified from Table 18, confirms the above findings and gives 0.720 R-square or 72% variance on the organisational culture by the AI-driven HR transformation, while it is the main factor causing cultural change, collaboration, and innovation.

*Cultural Impacts in Practice*
Organisations embracing AI in their HR functions report a number of key changes:

**Improved Inclusivity:** AI-powered tools in recruitment minimise biases while selecting candidates, hence encouraging diversity. Inclusion builds up cultural cohesion and widens perspectives within an organisation.

**Continuous Learning Culture:** An AI-driven LMS provides personalised training programs that upskill an employee to be able to work in environments where change of roles may be eternal.

**Empower Employees with More Autonomy:** The underlying motive of automating mundane activities frees up employees to invest hours in strategic initiatives to inculcate innovative approaches among themselves and a culture of independence.

**Agility and Resilience:** AI arms the organisation with real-time data, enabling quick responses toward market fluctuations and creating a resilient and agile culture.
Impact on Employee Experience, Behaviors, and Attitudes

Analysis of employee experience mainly outlines positive results: 91.0% of respondents reported a positive impact of the change (Table 21). This change flows through into the behaviors, attitudes, and overall satisfaction of employees.

*Correlations with Employee Metrics*

Strong statistical relations may show how AI-driven HR technologies and employee-related factors are interrelated:

Employee experience and behavior ($r=.928$, $p<.01$), with better experience of smoother HR processes, personal support, and faster conflict resolutions, the better the improved behavior of employees.

Experience in job-related aspects and AI-based HR technologies have correlated $r = 0.532$, $p < 0.01$, showing how satisfaction increases by the accessibility to, and use of, all varieties of the new AI tools, employee self-service portals, or even sentiment analysis.

Employee behavioral aspects and AI-driven HR technologies, $r = 0.500$, $p < 0.01$, simplification and responsiveness of the HR processes lead to more engagement and higher productivity of employees.

Positive Employee Impacts

**Better Work-Life Balance:** AI tools handle the work and adjust the schedules optimally to avoid burnout and hence maintain a positive attitude.

**Recognition and Rewards:** AI algorithms analyse performance data to identify and reward high-performing employees, hence boosting their morale.

**Feedback Loops:** AI-driven surveys, sentiment analysis-these are two of the ways in which employees have more avenues to share their feedback, thus making an inclusive and responsive workplace more real.

Challenges and Considerations

The advantages are considerable, but the challenges are not inconsiderable. Employees have misgivings on job security, data privacy, and depersonalisation of HR processes. Organisations will have to allay these fears through transparent communication, ethics in AI practices, and balancing the integration of AI with human resources.

**Alignment to Trends in Future Work**

The study has pointed out a strong correlation between AI-driven HR transformation and alignment to the future of work trends, with a value of $r = .892$, $p < .01$, as tabulated in Table 28. It is observed that organisations integrating AI in HR functions are better equipped to handle evolving workplace demands.

Current Alignment Levels

It categorizes alignment into five levels:

**28.8% Very well:** The organisation is really realizing full use of AI and has embedded AI into its strategic HR planning.

**22.2% Well aligned:** Though AI is integrated, further optimisation is needed to tackle emerging trends.

**28.5% - Moderately aligned:** These are the organisations that have just started the use of AI and can be scaled up or integrated further.

**12.3% Partially aligned:** Only a small utilisation of AI is holding them back from adapting to future trends effectively.

**8.2% Not at all aligned:** These organisations face significant challenges in adopting AI-driven solutions, often due to resource constraints or resistance to change.

Manifestations of Alignment

Organisation that align with future work trends exhibits several characteristics:

**Agility in Workforce Management:** The AI tools help with the dynamic workforce planning needed to match employee skills with organisational needs.

**Improved Capabilities to Work from Anywhere:** AI-driven collaboration platforms and virtual training tools are supportive in distributed teams.

**Data-Driven Strategy Planning**: Predictive analytics drive long-term planning toward resilience and competitiveness.

*Broader Implications for Organisations*

The findings bring into view that AI-driven HR transformation is not a mere upgrade of technology, but rather a cultural evolution. It therefore calls for strategic integration by organisations such that AI supports human elements rather than taking over them. Ethical

consideration, employee engagement, and continuous learning will keep this wheel of transformation right at the center.

**Ethics in Deploying AI:** The engagement of organisations in using AI with HR needs to have serious considerations and policies in order to exclude biases, become more transparent, and sustain the private data of employees.

**Employee-Centric Implementation:** AI should be adopted in a manner to facilitate improvement in employee experiences and building their trust.

**Leadership Commitment:** Leaders should lead from the front in AI-driven initiatives, ensuring alignment with organisational values and long-term goals.

### 5.3 Future Research

Directions Longitudinal studies in the future should investigate the impacts of AI-driven HR transformation based on:

**Long-Term Cultural Changes:** This aims at understanding how the continued use of AI changes organisational identity and employee engagement.

**Industry-Level Impact:** Assess the difference in AI adoption and its impacts on culture across different industries.

**Global Perspectives:** How cultural and regulatory contexts shape AI-driven transformations of HR.

AI-driven HR transformation is a seismic shift that has wide-ranging impacts on organisational culture, employee experience, and future readiness. The strong statistical evidence underlines its transformative potential, and the qualitative insights underpin opportunities and challenges. Done responsibly and with strategic intent, AI can unlock unprecedented value for organisations in cultures that will be innovative, inclusive, and resilient to challenges that the future holds.

### 5.4 Conclusion

Comprehensive analysis of AI integration in HR processes yields several key findings that are of theoretical and practical relevance to the field of human resource

management. Hence, this study demonstrates the fact that AI integration into human resources is not a technological upgrade but a disruptive force reshaping the core organisational processes and culture, and employee experience.

The findings indicate that the adoption of AI stands at such a high of 72.6%, its recommendation intention level is great at 91.2%. These represent that AI has moved far beyond experimentation to being woven into the fabric of full-scale HR strategies, through innovation, efficiency, and engagement.

### 5.4.1 Transformative Impact of AI Integration

The research positions AI as a systemic change driver inside an organisation, impacting everything from the way talent is recruited, developed, and deployed to the measurement of performance and engagement. It also brings in more predictability through analytics, automates routine tasks, and even aids better decision-making in the process, thereby making the HR function more dynamic and responsive to the needs of the hour.
Key transformative outcomes include the following:

- **Smarter Decision Making:** AI lets the HR personnel make informed decisions based on data rather than intuition. Predictive analytics identifies the trends and projects what will happen in the future, thus aligning human resource strategies with the organisation's objectives.
- **Smooth Processes**: Administrative tasks like payroll, tracking of attendance, and administration of benefits are automated to free up the HR teams for more strategic initiatives.
- **Improved Employee Experience**: The personalisation of learning programs, the agility in self-service platforms, and AI-driven feedback mechanisms no doubt create employee empowerment and heighten satisfaction.
- **Cultural Evolution:** AI fosters a culture of agility, inclusivity, and continuous learning that aligns the organisations with the demand for a modern workforce.

### 5.4.2 Change Management and the Use of Support Systems

AI is effective only with good change management and support mechanisms. Thematic analysis of organisations that seamlessly integrated AI indicated that such organisations adopted comprehensive support structures that included:

- **Strong Training Programs**: Continuous learning opportunities help employees be attuned to the adaptation of AI technologies and exploit them to the fullest.
- **Clear Communication Channels:** Transparent communication mitigates resistance and builds trust among stakeholders.
- **Continuous Feedback Mechanisms:** Feedback loops ensure the regularity of feedback, making AI solutions align with the organisational needs and expectations of the employees.
- **Strong Leadership Support:** AI initiatives are championed by leadership that gives direction and allays concerns.
- **Employee Engagement Initiatives:** The inclusive approach of designing the strategy from initiation to implementation of AI with the employees ensures a buy-in into acceptance and not limited to collaboration efforts.

These are the elements that make up the lifeblood of successful AI integration, enabling organisations to navigate the vicissitudes of technological transformation while sustaining employee trust and engagement.

## 5.5 Practical Implications for the HR Professional

The findings give actionable insights to HR professionals on how they could embed AI into their operations:

- **Strategy**: Human resource teams need to strategise for the long-term plan in relation to how AI initiatives align with organisational goals.
- **Upskilling and Reskilling**: Invest in the development of programs that guarantee workers will be able to adapt to changes driven by AI.

- **Ethical AI Practices**: Setting guidelines for the use of AI to ensure it is used ethically protects data from employees, making the process fair.
- **Customized solutions:** This refers to the customisation of AI tools to meet certain organisational needs and, therefore, to be further effective and diffused.

By adopting these strategies, HR professionals can leverage AI to create more efficient, equitable, and innovative workplaces.

### 5.6 Limitations

Although comprehensive, the following study is afflicted by a number of limitations, some of which should be mentioned when interpreting its results:

- **Demographic Concentration:**

  Most of the respondents fall into the 30-39 age group.

  This could be a limitation in demographic concentration and may not represent other age groups' perspectives, which could affect the generalization of the findings.

- **Geographical bias**

  The majority of respondents came from North America (70.1%).

  The limited representation from other regions, especially those of the developing economies, may not be representative in reflecting the cultural and regional variations in AI adoption.

- **Sectoral Focus:**

The research focuses on large organisations.

The integration of AI may pose different challenges and opportunities for SMEs.

- **Short-Term Focus:**

The research mainly focuses on the short-term effects resulting from the adoption of AI.

Long-term effects on organisational culture and relationships among employees should be researched.

### 5.7 Future Recommendations

Based on the findings of this study and the areas of limitation, a number of avenues which future research may consider include the following:

- **Longitudinal Studies:**

Research the possible long-term implications of the implementation of AI.

Map the process of cultural change over time and measure long-term changes in employee attitudes and behaviors.

Analyse the impact of AI in terms of its implications on the resilience of organisations and changing environments.

- **Industry-specific research:**

Explore AI adoption strategies for various industry verticals such as health and education, manufacturing sectors.

Identify sector-specific challenges and best practices to effectively integrate AI.

- **Global Perspectives:**

Increase research in a greater number of geographic regions and a wider variety of cultural contexts. Compare the trend in AI adoption in the case of both developed and developing economies for unique dynamics.

- **Employee-Centric Studies:**

The human side of AI integration should be the focus, such as employee perceptions, job satisfaction, and career development.

Analyse the role of AI in shaping and formulating future workforce competence and skills. • Ethical and Legal Frameworks:

Research the development of ethical guidelines and regulatory policies in respect to AI use in HR. Also comment on how the legislation of data privacy laws has driven, or will drive, the adoption and implementation of AI.

REFERENCES

Abbass, H.A. (2019) 'Social Integration of Artificial Intelligence: Functions, Automation Allocation Logic and Human-Autonomy Trust', *Cognitive Computation*, 11(2), pp. 159–171. Available at: https://doi.org/10.1007/s12559-018-9619-0.

Abdeldayem, M. M., Aldulaimi, S. H., & Aldulaimi, M. L. A. (2020) "Virtual learning and students' connectedness in the time of coronavirus," *International Journal of Advanced Science and Technology*, 29(5), pp. 12634-12645.

Agarwal, A. (2023) 'AI adoption by human resource management: a study of its antecedents and impact on HR system effectiveness', *foresight*, 25(1), pp. 67–81. Available at: https://doi.org/10.1108/FS-10-2021-0199.

Agarwal, S., Gupta, A. and Roshani, P. (2023) 'Redefining HRM with Artificial Intelligence and Machine Learning', in *The Adoption and Effect of Artificial Intelligence on Human Resources Management, Part A*. Emerald Publishing Limited, pp. 1–13. Available at: https://doi.org/10.1108/978-1-80382-027-920231001.

Al-Alawi, A.I., Naureen, M., AlAlawi, E.I. and Naser Al-Hadad, A.A. (2021) "The role of artificial intelligence in recruitment process decision-making," in *2021 International Conference on Decision Aid Sciences and Application (DASA)*. IEEE, pp. 197–203.

Albert, E.T. (2019) “AI in talent acquisition: a review of AI-applications used in recruitment and selection,” Strategic HR review, 18(5), pp. 215–221. Available at: https://doi.org/10.1108/shr-04-2019-0024.

Allal-Chérif, O., Yela Aránega, A. and Castaño Sánchez, R. (2021) “Intelligent recruitment: How to identify, select, and retain talents from around the world using artificial intelligence,” *Technological forecasting and social change*, 169(1), pp. 1–12. Available at: https://doi.org/10.1016/j.techfore.2021.120822.

Alqahtani, M., Alqahtani, K. and Aksoy, M.S. (2022) “The role of artificial intelligence and information technology in promoting knowledge management in business firms: A review,” *SSRN Electronic Journal* [Preprint]. Available at: https://doi.org/10.2139/ssrn.4109705.

Alrashedi, A. and Abbod, M. (2021) “The effect of using artificial intelligence on performance of appraisal system: A case study for university of Jeddah staff in Saudi Arabia,” in *Advances in Intelligent Systems and Computing*. Cham: Springer International Publishing, pp. 145–154. Available at: https://doi.org/10.1007/978-3-030-55180-3_11.

Alharahsheh, H., & Pius, A. (2020). A Review of Key paradigms: Positivism Vs Interpretivism. *Global Academic Journal of Humanities and Social Sciences*, *2*(3), 39–43. https://doi.org/10.36348/gajhss.2020.v02i03.001

Amit, R. and Schoemaker, P.J.H. (1993) ‘Strategic assets and organisational rent’, *Strategic Management Journal*, 14(1), pp. 33–46. Available at: https://doi.org/10.1002/smj.4250140105.

Ammirato, S. *et al.* (2023) ‘Still our most important asset: A systematic review on human resource management in the midst of the fourth industrial revolution’, *Journal of Innovation & Knowledge*, 8(3), p. 100403. Available at: https://doi.org/10.1016/j.jik.2023.100403.

Appio,F.P.,Frattini,F.,Petruzzelli,A.M.,&Neirotti,P.(2021).Digitaltransformationandinnovationmanagement:Asynthesisofexistingresearchandanagendaforfuturestudies.JournalofProductInnovationManagement,38(1),4-20.

Arbale, H., & Mutisya, D. N. (2024). Book Review: “Research Methods for Business Students” (Eighth Edition) by Mark N. K. Saunders, Philip Lewis, and Adrian Thornhill (Pearson Education, 2019). *Deleted Journal*, *1*(2), 8–21. https://doi.org/10.51867/aqssr.1.2.2

Ardichvili, A. (2022) “The impact of artificial intelligence on expertise development: Implications for HRD,” *Advances in developing human resources*, 24(2), pp. 78–98. Available at: https://doi.org/10.1177/15234223221077304.

Arntz, M., Gregory, T., & Zierahn, U. (2019). Digitization and the Future of Work: Macroeconomic Consequences. *Handbook of Labor, Human Resources and Population Economics*, 1–29. https://doi.org/10.1007/978-3-319-57365-6_11-1

Arslan, A., Cooper, C., Khan, Z., Golgeci, I. and Ali, I. (2022) "Artificial intelligence and human workers interaction at team level: a conceptual assessment of the challenges and potential HRM strategies," *International journal of manpower*, 43(1), pp. 75–88. Available at: https://doi.org/10.1108/ijm-01-2021-0052.

Aspers, P., & Corte, U. (2019). What Is Qualitative in Qualitative Research. *Qualitative Sociology*, *42*(2), 139–160. Springer. https://doi.org/10.1007/s11133-019-9413-7

Aust, I., Matthews, B. and Muller-Camen, M. (2020) "Common Good HRM: A paradigm shift in Sustainable HRM?," *Human resource management review*, 30(3), pp. 1–13. Available at: https://doi.org/10.1016/j.hrmr.2019.100705.

Bahrehvar, M. and Moshirpour, M. (2022) "Full-stack development and soft skills: An agile-based learning framework," *Proceedings of the Canadian Engineering Education Association (CEEA)* [Preprint]. Available at: https://doi.org/10.24908/pceea.vi.15844.

Balsmeier, B. and Woerter, M. (2019) "Is this time different? How digitalisation influences job creation and destruction," *Research policy*, 48(8), pp. 1–14. Available at: https://doi.org/10.1016/j.respol.2019.03.010.

Bandono, A. (2020) "The Success of Team Collaboration in Supporting Systems For Development Of Project Management Learning Model," *International Journal of Progressive Sciences and Technologies*, 24(1), pp. 385-393. Available at: http://ijpsat.ijsht-journals.org

Bankins, S. (2021) ‘The ethical use of artificial intelligence in human resource management: a decision-making framework’, *Ethics and Information Technology*, 23(4), pp. 841–854. Available at: https://doi.org/10.1007/s10676-021-09619-6.

Bankins, S., Formosa, P., Griep, Y. and Richards, D. (2022) “AI decision making with dignity? Contrasting workers’ justice perceptions of human and AI decision making in a human resource management context,” *Information systems frontiers: a journal of research and innovation*, 24(3), pp. 857–875. Available at: https://doi.org/10.1007/s10796-021-10223-8.

Baptista, J., Stein, M.-K., Klein, S., Watson-Manheim, M. B., & Lee, J. (2020). Digital Work and Organisational transformation: Emergent Digital/Human Work Configurations in Modern Organisations. *The Journal of Strategic Information Systems*, *29*(2), 1–10. https://www.sciencedirect.com/science/article/pii/S0963868720300263

Barney, J.B. (1995) ‘Looking inside for competitive advantage’, *Academy of Management Perspectives*, 9(4), pp. 49–61. Available at: https://doi.org/10.5465/ame.1995.9512032192.

Basnet, S. (2024) “AI-ML algorithm for enhanced performance management: A comprehensive framework using Backpropagation (BP) Algorithm,” *International Journal of Science and Research Archive*, 11(1), pp. 1111–1127. Available at: https://doi.org/10.30574/ijsra.2024.11.1.0118.

Basu, S., Majumdar, B., Mukherjee, K., Munjal, S. and Palaksha, C. (2023) "Artificial intelligence–HRM interactions and outcomes: A systematic review and causal configurational explanation," *Human resource management review*, 33(1), p. 100893. Available at: https://doi.org/10.1016/j.hrmr.2022.100893.

Becker, B. and Gerhart, B. (1996) 'THE IMPACT OF HUMAN RESOURCE MANAGEMENT ON ORGANISATIONAL PERFORMANCE: PROGRESS AND PROSPECTS.', *Academy of Management Journal*, 39(4), pp. 779–801. Available at: https://doi.org/10.2307/256712.

Bennett, E.E. and McWhorter, R.R. (2022) "Dancing in the paradox: Virtual Human Resource Development, online teaching, and learning," *Advances in developing human resources*, 24(2), pp. 99–116. Available at: https://doi.org/10.1177/15234223221079440.

Bhardwaj, G., Singh, S.V. and Kumar, V. (2020) "An empirical study of artificial intelligence and its impact on human resource functions," in *2020 International Conference on Computation, Automation and Knowledge Management (ICCAKM)*. IEEE, pp. 47–51. Available at: https://doi.org/10.1109/iccakm46823.2020.9051544.

Bhatt, P. and Muduli, A. (2023) "Artificial intelligence in learning and development: a systematic literature review," *European journal of training and development*, 47(7/8), pp. 677–694. Available at: https://doi.org/10.1108/ejtd-09-2021-0143.

Bhattacharya, S. (2021) “AI in Talent Management for Business Excellence,” in *Industry 4.0 Technologies for Business Excellence*. Boca Raton: CRC Press, pp. 255–266. Available at: https://doi.org/10.1201/9781003140474-15.

Black, J.S. and van Esch, P. (2020) “AI-enabled recruiting: What is it and how should a manager use it?,” *Business horizons*, 63(2), pp. 215–226. Available at: https://doi.org/10.1016/j.bushor.2019.12.001.

Black, J.S. and van Esch, P. (2021) “AI-enabled recruiting in the war for talent,” *Business horizons*, 64(4), pp. 513–524. Available at: https://doi.org/10.1016/j.bushor.2021.02.015.

BLUNDELL, R. *et al.* (1999) ‘Human Capital Investment: The Returns from Education and Training to the Individual, the Firm and the Economy’. Available at: https://www.jstor.org/stable/24437656.

Bodie, M.T. (2021) ‘The Law of Employee Data: Privacy, Property, Governance’. Available at: https://papers.ssrn.com/sol3/papers.cfm?abstract_id=3819897.

Böhmer, N. and Schinnenburg, H. (2023) “Critical exploration of AI-driven HRM to build up organisational capabilities,” *Employee relations*, 45(5), pp. 1057–1082. Available at: https://doi.org/10.1108/er-04-2022-0202.

Bombiak, E. (2020) ‘Advances in the implementation of the model of sustainable human resource management: Polish companies’ experiences’, *Entrepreneurship and*

*Sustainability Issues*, 7(3), pp. 1667–1687. Available at: https://doi.org/10.9770/jesi.2020.7.3(16).

Bonache, J. and Festing, M. (2020) 'Research paradigms in international human resource management: An epistemological systematisation of the field', *German Journal of Human Resource Management: Zeitschrift für Personalforschung*, 34(2), pp. 99–123. Available at: https://doi.org/10.1177/2397002220909780.

Bowles, S., Gintis, H. and Osborne, M. (2001) 'The Determinants of Earnings: A Behavioral Approach', *Journal of Economic Literature*, 39(4), pp. 1137–1176. Available at: https://doi.org/10.1257/jel.39.4.1137.

Bresciani, S. *et al.* (2021) 'Using big data for co-innovation processes: Mapping the field of data-driven innovation, proposing theoretical developments and providing a research agenda', *International Journal of Information Management*, 60, p. 102347. Available at: https://doi.org/10.1016/j.ijinfomgt.2021.102347.

Bridgelall, R. and Stubbing, E. (2021) "Forecasting the effects of autonomous vehicles on land use," *Technological forecasting and social change*, 163(12), pp. 1–12. Available at: https://doi.org/10.1016/j.techfore.2020.120444.

Brown, O., R. M. Davison, S. Decker, D. A. Ellis, J. Faulconbridge, J.Gore et al. (2024). 'Theory-driven perspectives on generative artificialintelligence in business and management', British Journal of Manage-ment, 35, pp. 3–23

Brown, O., R. M. Davison, S. Decker, D. A. Ellis, J. Faulconbridge, J.Gore et al. (2024). 'Theory-driven perspectives on generative artificialintelligence in business and management', British Journal of Manage-ment, 35, pp. 3–23

Brynjolfsson, E., Wang, C., and Zhang, X. (2021) "The economics of IT and digitization: Eightquestions for research". *MIS Quarterly*, 45(1), pp. 473–477.

Budhwar, P., A. Malik, M. T. De Silva and P. Thevisuthan (2022). 'Ar-tificial intelligence – challenges and opportunities for internationalHRM: a review and research agenda', The International Journal ofHuman Resource Management, 33, pp. 1065–1097.

Budhwar, P., S. Chowdhury, G. Wood, H. Aguinis, G. J. Bamber, J. R.Beltran et al. (2023). 'Human resource management in the age of gen-erative artificial intelligence: perspectives and research directions onChatGPT', Human Resource Management Journal, 33, pp. 606–659

Budhwar, P. *et al.* (2023) 'Human resource management in the age of generative artificial intelligence: Perspectives and research directions on ChatGPT', *Human Resource Management Journal*, 33(3), pp. 606–659. Available at: https://doi.org/10.1111/1748-8583.12524.

Bulut, A. and Batur Dinler, Ö. (2023) 'The Effect of Industry 4.0 and Artificial Intelligence on Human Resource Management', *Uluslararası Doğu Anadolu Fen*

*Mühendislik ve Tasarım Dergisi*, 5(2), pp. 143–166. Available at: https://doi.org/10.47898/ijeased.1306881.

Burnett, J.R. and Lisk, T.C. (2021) "The future of employee engagement: Real-time monitoring and digital tools for engaging a workforce," in *International Perspectives on Employee Engagement*. Routledge, pp. 117–128. Available at: https://doi.org/10.4324/9781003142492-9.

Cayrat, C., & Boxall, P. (2023). The Roles of the HR function: a Systematic Review of tensions, Continuity and Change. *Human Resource Management Review, 33*(4), 100984–100984. https://www.sciencedirect.com/science/article/pii/S1053482223000372

Castellacci, F. and Viñas-Bardolet, C. (2019) 'Internet use and job satisfaction', *Computers in Human Behavior*, 90, pp. 141–152. Available at: https://doi.org/10.1016/j.chb.2018.09.001.

Chen, L., Jiang, M., Jia, F. and Liu, G. (2022) "Artificial intelligence adoption in business-to-business marketing: toward a conceptual framework," *Journal of business & industrial marketing*, 37(5), pp. 1025–1044. Available at: https://doi.org/10.1108/jbim-09-2020-0448.

Chen, N., Li, Z. and Tang, B. (2022) "Can digital skill protect against job displacement risk caused by artificial intelligence? Empirical evidence from 701 detailed

occupations," *PloS one*, 17(11), pp. 1–13. Available at: https://doi.org/10.1371/journal.pone.0277280.

Chen, Z. (2023) "Artificial intelligence-virtual trainer: Innovative didactics aimed at personalized training needs," *Journal of the knowledge economy*, 14(2), pp. 2007–2025. Available at: https://doi.org/10.1007/s13132-022-00985-0.

Chitrao, P., Bhoyar, P.K., Divekar, R. and Bhatt, P. (2022) "Study on use of artificial intelligence in talent acquisition," in *2022 Interdisciplinary Research in Technology and Management (IRTM)*. IEEE, pp. 1–8. Available at: https://doi.org/10.1109/irtm54583.2022.9791659.

Chowdhury, S. *et al.* (2023) 'Unlocking the value of artificial intelligence in human resource management through AI capability framework', *Human Resource Management Review*, 33(1), p. 100899. Available at: https://doi.org/10.1016/j.hrmr.2022.100899.

Chowdhury, S., P. Budhwar, P. K. Dey, S. Joel-Edgar and A. Abadie (2022). 'AI–employee collaboration and business performance: inte-grating knowledge-based view, socio-technical systems and organi-sational socialisation framework', Journal of Business Research, 144,pp. 31–49

Chuang, S. (2021) "An empirical study of displaceable job skills in the age of robots," *European journal of training and development*, 45(6/7), pp. 617–632. Available at: https://doi.org/10.1108/ejtd-10-2019-0183.

Colombo, E., Mercorio, F. and Mezzanzanica, M. (2019) “AI meets labor market: Exploring the link between automation and skills,” *Information economics and policy*, 47(1), pp. 27–37. Available at: https://doi.org/10.1016/j.infoecopol.2019.05.003.

Coombs, C., Hislop, D., Taneva, S.K. and Barnard, S. (2020) “The strategic impacts of Intelligent Automation for knowledge and service work: An interdisciplinary review,” *Journal of strategic information systems*, 29(4), pp. 1–12. Available at: https://doi.org/10.1016/j.jsis.2020.101600.

Creswell, J. W., & Creswell, J. D. (2018). *Research design: Qualitative, quantitative, and mixed methods approaches* (5th ed.). SAGE Publications. https://spada.uns.ac.id/pluginfile.php/510378/mod_resource/content/1/creswell.pdf

Cropley, A. J. (2023). *Qualitative research methods : an introduction for students of psychology and education*. Zinatne.

da Silva, L.B.P., Soltovski, R., Pontes, J., Treinta, F.T., Leitão, P., Mosconi, E., de Resende, L.M.M. and Yoshino, R.T. (2022) “Human resources management 4.0: Literature review and trends,” *Computers & industrial engineering*, 168(1), pp. 1–10. Available at: https://doi.org/10.1016/j.cie.2022.108111.

Dabbous, A., Aoun Barakat, K. and Merhej Sayegh, M. (2022) “Enabling organisational use of artificial intelligence: an employee perspective,” *Journal of Asia business studies*, 16(2), pp. 245–266. Available at: https://doi.org/10.1108/jabs-09-2020-0372.

Davenport, T. *et al.* (2020) ‘How artificial intelligence will change the future of marketing’, *Journal of the Academy of Marketing Science*, 48(1), pp. 24–42. Available at: https://doi.org/10.1007/s11747-019-00696-0.

Dawadi, S. (2020). Thematic Analysis approach: a Step by Step Guide for ELT Research Practitioners. *Journal of NELTA, 25*(1-2), 62–71. https://files.eric.ed.gov/fulltext/ED612353.pdf

de Laat, P.B. (2021) ‘Companies Committed to Responsible AI: From Principles towards Implementation and Regulation?’, *Philosophy & Technology*, 34(4), pp. 1135–1193. Available at: https://doi.org/10.1007/s13347-021-00474-3.

Deep, G. (2023) “Strategic decision-making: A crucial skill for business managers,” *World Journal of Advanced Research and Reviews*, 20(3), pp. 1639–1643. Available at: https://doi.org/10.30574/wjarr.2023.20.3.2463.

Dhamija, P. and Bag, S. (2020) “Role of artificial intelligence in operations environment: a review and bibliometric analysis,” *The TQM journal*, 32(4), pp. 869–896. Available at: https://doi.org/10.1108/tqm-10-2019-0243.

Dhanpat, N., Buthelezi, Z. P., Joe, M. R., Maphela, T. V., & Shongwe, N. (2020). Industry 4.0: the Role of Human Resource Professionals. *SA Journal of Human Resource Management, 18*(0). https://doi.org/10.4102/sajhrm.v18i0.1302

Djunaedi, H. (2024) "Ai as Employee Performance Evaluation: An Innovative Approach in Human Resource Development," *Power System Technology*, 48(1), pp. 2008–2021. Available at: https://doi.org/10.52783/pst.469.

Dobrowolski, Z., Drozdowski, G. and Panait, M. (2022) 'Understanding the Impact of Generation Z on Risk Management—A Preliminary Views on Values, Competencies, and Ethics of the Generation Z in Public Administration', *International Journal of Environmental Research and Public Health*, 19(7), p. 3868. Available at: https://doi.org/10.3390/ijerph19073868.

Dutta, D., Mishra, S.K. and Tyagi, D. (2023) "Augmented employee voice and employee engagement using artificial intelligence-enabled chatbots: a field study," *The international journal of human resource management*, 34(12), pp. 2451–2480. Available at: https://doi.org/10.1080/09585192.2022.2085525.

Dwivedi, Y.K., Hughes, L., Ismagilova, et al., (2021) "Artificial Intelligence (AI): Multidisciplinary perspectives on emerging challenges, opportunities, and agenda for research, practice and policy," *International journal of information management*, 57(1), pp. 1–12. Available at: https://doi.org/10.1016/j.ijinfomgt.2019.08.002.

Dzwigol, H. (2020). Innovation in Marketing Research: Quantitative and Qualitative Analysis. *Essuir.sumdu.edu.ua*. https://essuir.sumdu.edu.ua/handle/123456789/77087

Einola, K. and Khoreva, V. (2023) 'Best friend or broken tool? Exploring the co-existence of humans and artificial intelligence in the workplace ecosystem', *Human Resource Management*, 62(1), pp. 117–135. Available at: https://doi.org/10.1002/hrm.22147.

Ekuma, K. (2024) "Artificial intelligence and automation in Human Resource Development: A systematic review," *Human resource development review*, 23(2), pp. 199–229. Available at: https://doi.org/10.1177/15344843231224009.

Elliott, T. W. Greer, and J. C. Collins. 2023. Human ResourceDevelopment: Critical Perspectives and Practices. New York: Routledge.

Emran,H.A.,&Elhony,F...(2023).TheImplicationsofDigitalTransformationandItsImpacton HumanResourceManagementStrategies.EastAsianJournalofMultidisciplinaryResearch

Faludi, J., Hoffenson, S., Kwok, S. Y., Saidani, M., Hallstedt, S. I., Telenko, C., & Martinez, V. (2020). A Research Roadmap for Sustainable Design Methods and Tools. *Sustainability*, *12*(19), 8174. https://doi.org/10.3390/su12198174

Fenwick, A., Molnar, G. and Frangos, P. (2024) ‘Revisiting the role of HR in the age of AI: bringing humans and machines closer together in the workplace’, *Frontiers in Artificial Intelligence*, 6. Available at: https://doi.org/10.3389/frai.2023.1272823.

Flathmann, C. *et al.* (2021) ‘Modeling and Guiding the Creation of Ethical Human-AI Teams’, in *Proceedings of the 2021 AAAI/ACM Conference on AI, Ethics, and Society*. New York, NY, USA: ACM, pp. 469–479. Available at: https://doi.org/10.1145/3461702.3462573.

Fountaine, T., McCarthy, B. and Saleh, T. (2019) *Building the AI-Powered Organisation - Technology isn’t the biggest challenge. Culture is.* Available at: https://hbr.org/2019/07/building-the-ai-powered-organisation.

Fraij, J. and László, V. (2021) “Literature review: Artificial intelligence impact on the recruitment ProcessA LITERATURE REVIEW: ARTIFICIAL INTELLIGENCE IMPACT ON THE RECRUITMENT PROCESS,” *International journal of engineering and management sciences*, 6(1), pp. 108–119. Available at: https://doi.org/10.21791/ijems.2021.1.10.

Frangos, P. (2022) *An Integrative Literature Review on Leadership and Organisational Readiness for AI*. Available at: https://papers.academic-conferences.org/index.php/ecair/article/view/834.

Frick, N.R.J. *et al.* (2021) ‘Maneuvering through the stormy seas of digital transformation: the impact of empowering leadership on the AI readiness of

enterprises', *Journal of Decision Systems*, 30(2–3), pp. 235–258. Available at: https://doi.org/10.1080/12460125.2020.1870065.

Frick, N.R.J., Mirbabaie, M., Stieglitz, S. and Salomon, J. (2021) "Maneuvering through the stormy seas of digital transformation: the impact of empowering leadership on the AI readiness of enterprises," *Journal of Decision System*, 30(2–3), pp. 235–258. Available at: https://doi.org/10.1080/12460125.2020.1870065.

Gadzali,S.S.,Gazalin,J.,Sutrisno,S.,Prasetya,Y.B.,&AlmaududiAusat,A.M.(2023).Human ResourceManagementStrategyinOrganisationalDigitalTransformation.JurnalMinfoPolgan

Gandini, A. (2019). 'Labour process theory and the gig economy', Hu-man Relations, 72, pp. 1039–1056

Gao, X. and Feng, H. (2023) 'AI-Driven Productivity Gains: Artificial Intelligence and Firm Productivity', *Sustainability*, 15(11), p. 8934. Available at: https://doi.org/10.3390/su15118934.

García-Navarro, C., Pulido-Martos, M. and Pérez-Lozano, C. (2024) "The study of engagement at work from the artificial intelligence perspective: A systematic review," *Expert systems*, 28(2), pp. 1–25. Available at: https://doi.org/10.1111/exsy.13673.

Garrad, L.K. and Hyland, P.K. (2020) "Employee survey research: A critical review of theory and practice," in *Employee Surveys and Sensing*. Oxford University

PressNew York, pp. 374–390. Available at: https://doi.org/10.1093/oso/9780190939717.003.0023.

Gary S. Becker (1994) *Human Capital: A Theoretical and Empirical Analysis with Special Reference to Education*. Third. THE UNIVERSITY OF CHICAGO PRESS. Available at: https://www.nber.org/books-and-chapters/human-capital-theoretical-and-empirical-analysis-special-reference-education-third-edition.

George*, D.G. and Thomas, D.M.R. (2019) 'Integration of Artificial Intelligence in Human Resource', *International Journal of Innovative Technology and Exploring Engineering*, 9(2), pp. 5069–5073. Available at: https://doi.org/10.35940/ijitee.L3364.129219.

Gillath, O., Ai, T., Branicky, M.S., Keshmiri, S., Davison, R.B. and Spaulding, R. (2021) "Attachment and trust in artificial intelligence," *Computers in human behavior*, 115(1), pp. 1–12. Available at: https://doi.org/10.1016/j.chb.2020.106607.

Gillespie, N., Lockey, S. and Curtis, C. (2021) *Trust in artificial Intelligence: a five country study*. Available at: https://doi.org/10.14264/e34bfa3.

Go, E. and Shyam Sundar, S. (2019) "Humanizing Chatbots: The effects of visual, identity and conversational cues on humanness perceptions," *Computers in human behavior*, 97, pp. 304–316. Available at: https://doi.org/10.1016/j.chb.2019.01.020.

Gomathy, D. C., Ramaseshacharyulu, M. A., Sarath, M. C. S., & Sreekanth, M. A. S. (2022). (2022) "Overview of recruitment and selection process in hrm," *International journal of scientific research in engineering and management*, 06(03), pp. 1–14. Available at: https://doi.org/10.55041/ijsrem11714.

Goode, R.B. (1959) 'Adding to the Stock of Physical and Human Capital'. Available at: https://www.jstor.org/stable/1816110.

Govindasamy, P., Ganesh, R.S. and Ramesh, R. (2023) "Redefining the performance management using emotional artificial intelligence," in *2023 International Conference on Applied Intelligence and Sustainable Computing (ICAISC)*. IEEE, pp. 1–8. Available at: https://doi.org/10.1109/icaisc58445.2023.10200202.

Grover, P., Kar, A.K. and Dwivedi, Y.K. (2022) "Understanding artificial intelligence adoption in operations management: insights from the review of academic literature and social media discussions," *Annals of operations research*, 308(1–2), pp. 177–213. Available at: https://doi.org/10.1007/s10479-020-03683-9.

Gujanal, P.U. and Hiremath, G. (2023) "Performance management and artificial intelligence: A conceptual framework on future role," in *AIP Conference Proceedings*. Vijaywada, India: AIP Publishing, pp. 1–20.

Gupta, M. (2021) "The role of artificial intelligence in adopting green HRM practices," in *Reinventing Manufacturing and Business Processes Through Artificial*

*Intelligence*. Boca Raton: CRC Press, pp. 1–18. Available at: https://doi.org/10.1201/9781003145011-1.

Hadfield, G.K. and Clark, J. (2023) 'Regulatory Markets: The Future of AI Governance'. Available at: https://doi.org/https://doi.org/10.48550/arXiv.2304.04914.

Hall, A. and Johnson, T.R. (1980) 'The Determinants of Planned Retirement Age'. Available at: https://www.jstor.org/stable/2522453.

Harris, D. (2019). Literature Review and Research Design. *A Guide to Effective Research Practice*. https://doi.org/10.4324/9780429285660

Harrison, P., Nichol, L. and Gold, J. (2020) "Redefining HRD roles and practice in the machine learning revolution," in *The Future of HRD, Volume I*. Cham: Springer International Publishing, pp. 143–166. Available at: https://doi.org/10.1007/978-3-030-52410-4_6.

Hee,O.C.,&Shanmugam,N.(2019).AReviewofHumanResourceChangeManagementStrategiesintheDigitalEra.InternationalJournalofAcademicResearchinBusinessandSocial Sciences

Hemalatha, A., Kumari, P.B., Nawaz, N. and Gajenderan, V. (2021) "Impact of artificial intelligence on recruitment and selection of information technology companies," in *2021 International Conference on Artificial Intelligence and Smart Systems*

*(ICAIS)*. IEEE, pp. 60–66. Available at: https://doi.org/10.1109/icais50930.2021.9396036.

Herrmann, T. and Pfeiffer, S. (2022) 'Keeping the organisation in the loop: a socio-technical extension of human-centered artificial intelligence', *AI & SOCIETY*, 38(4), pp. 1523–1542. Available at: https://doi.org/10.1007/s00146-022-01391-5.

Hidayat, M., & Basuil, D. A. (2024). Strategic Human Resource Planning in the Era of Digital Transformation. *Management Studies and Business Journal (PRODUCTIVITY), 1*(1), 130-137.

Hina Riaz, S.G. (2024) "Artificial intelligence in employee performance evaluation and its managerial implication," *Journal of Informatics Education and Research*, 4(1), pp. 1–12. Available at: https://doi.org/10.52783/jier.v4i1.559.

Hossin, M.S., Ulfy, M.A. and Karim, M.W. (2021) "Challenges in Adopting Artificial Intelligence (AI) in HRM Practices: A study on Bangladesh Perspective," *International Fellowship Journal of Interdisciplinary Research*, 1(1), pp. 63–73. Available at: https://doi.org/10.5281/zenodo.4480245.

Huang, M.-H., Rust, R. and Maksimovic, V. (2019) 'The Feeling Economy: Managing in the Next Generation of Artificial Intelligence (AI)', *California Management Review*, 61(4), pp. 43–65. Available at: https://doi.org/10.1177/0008125619863436.

Huang, M.-H., Rust, R. and Maksimovic, V. (2019) “The Feeling Economy: Managing in the next generation of artificial intelligence (AI),” *California management review*, 61(4), pp. 43–65. Available at: https://doi.org/10.1177/0008125619863436.

Hughes, C., Robert, L., Frady, K. and Arroyos, A. (2019) “Artificial intelligence, employee engagement, fairness, and job outcomes,” in *Managing Technology and Middle- and Low-skilled Employees*. Emerald Publishing Limited, pp. 61–68. Available at: https://doi.org/10.1108/978-1-78973-077-720191005.

Idrisi, M.J., Geteye, D. and Shanmugasundaram, P. (2024) “Modeling the complex interplay: Dynamics of job displacement and evolution of artificial intelligence in a Socio-economic landscape,” *International Journal of Networked and Distributed Computing*, 12(1), pp. 1–10. Available at: https://doi.org/10.1007/s44227-024-00025-0.

Ishikawa, M. and Ryan, D. (2002) ‘Schooling, basic skills and economic outcomes’, *Economics of Education Review*, 21(3), pp. 231–243. Available at: https://doi.org/10.1016/S0272-7757(01)00005-X.

Jacobs, N., & Cornelius, S. (2022). Building blocks in Planning research methodology: A roadmap to research design options. *Town and Regional Planning, 80*, 105–117. https://www.ajol.info/index.php/trp/article/view/232193

Jaiswal, A., Arun, C.J. and Varma, A. (2022) “Rebooting employees: upskilling for artificial intelligence in multinational corporations,” *The international journal of*

*human resource management*, 33(6), pp. 1179–1208. Available at: https://doi.org/10.1080/09585192.2021.1891114.

Jatobá, M.N., Ferreira, J.J., Fernandes, P.O. and Teixeira, J.P. (2023) "Intelligent human resources for the adoption of artificial intelligence: a systematic literature review," *Journal of organisational change management*, 36(7), pp. 1099–1124. Available at: https://doi.org/10.1108/jocm-03-2022-0075.

Jatoba, M.N., Gutierriz, I.E., Fernandes, P.O., Teixeira, J.P. and Moscon, D. (2019) "Artificial intelligence in the recrutment & selection: innovation and impacts for the human resources management," *43rd International Scientific Conference on Economics and Social Development*, pp. 96–104. Available at: http://hdl.handle.net/10198/21703

Jha, S.K., Jha, S. and Gupta, M.K. (2020) "Leveraging artificial intelligence for effective recruitment and selection processes," in *Lecture Notes in Electrical Engineering*. Singapore: Springer Singapore, pp. 287–293. Available at: https://doi.org/10.1007/978-981-15-2612-1_27.

Jia, Q. *et al.* (2018) 'A Conceptual Artificial Intelligence Application Framework in Human Resource Management'. Available at: https://aisel.aisnet.org/iceb2018/91/.

Jia, X. and Hou, Y. (2024) "Architecting the future: exploring the synergy of AI-driven sustainable HRM, conscientiousness, and employee engagement," *Discover*

*sustainability*, 5(1), pp. 1–17. Available at: https://doi.org/10.1007/s43621-024-00214-5.

Jogarao, M. (2019) 'Workplace Automation and Its Impact on HR Practices'. Available at: https://www.jetir.org/papers/JETIR1903O71.pdf.

Johnson, B.A.M., Coggburn, J.D. and Llorens, J.J. (2022) 'Artificial Intelligence and Public Human Resource Management: Questions for Research and Practice', *Public Personnel Management*, 51(4), pp. 538–562. Available at: https://doi.org/10.1177/00910260221126498.

Jose, S. (2019). Innovation in recruitment and talent acquisition: A study on technologies andstrategies adopted for talent management in IT sector. *International Journal of Marketing &Human Resource Management*, 10(3), 1–8. https://doi.org/10.34218/IJMHRM.10.3.2019.001

Junita,A.(2021).Thecreativehub:Hrstrategicfunctioninthedigitalage.In4thinternationalconferenceonsustainableinnovation2020.Accountingandmanagement(ICoSIAMS2020)(pp.229-235).AtlantisPress

Kabudi, T., Pappas, I. and Olsen, D.H. (2021) 'AI-enabled adaptive learning systems: A systematic mapping of the literature', *Computers and Education: Artificial Intelligence*, 2, p. 100017. Available at: https://doi.org/10.1016/j.caeai.2021.100017.

Kambur, E. and Yildirim, T. (2023) “From traditional to smart human resources management,” *International journal of manpower*, 44(3), pp. 422–452. Available at: https://doi.org/10.1108/ijm-10-2021-0622.

Karaboğa, T. (2022) “The impact of Industry 4.0 on talent management practices: A systematic review,” in *Advances in Human Resources Management and Organisational Development*. IGI Global, pp. 53–71. Available at: https://doi.org/10.4018/978-1-6684-6140-2.ch004.

Khair, M.A., Mahadasa, R., Tuli, F.A. and Ande, J.R.P.K. (2020) “Beyond human judgment: Exploring the impact of artificial intelligence on HR decision-making efficiency and fairness,” *Global disclosure of economics and business*, 9(2), pp. 163–176. Available at: https://doi.org/10.18034/gdeb.v9i2.730.

Kim, S. (2022) “Working with robots: Human resource development considerations in human–robot interaction,” *Human resource development review*, 21(1), pp. 48–74. Available at: https://doi.org/10.1177/15344843211068810.

Kirongo, A., & Odoyo, C. (2020). Research Philosophy Design and Methodologies: A Systematic Review of Research Paradigms in Information Technology. *41.89.229.23*, *2*(1). http://41.89.229.23/handle/123456789/329

Kolade, O., & Owoseni, A. (2022). Employment 5.0: The work of the future and the future of work. *Technology in Society*, *71*(102086), 102086. https://doi.org/10.1016/j.techsoc.2022.102086

Kong, H., Yuan, Y., Baruch, Y., Bu, N., Jiang, X. and Wang, K. (2021) "Influences of artificial intelligence (AI) awareness on career competency and job burnout," *International journal of contemporary hospitality management*, 33(2), pp. 717–734. Available at: https://doi.org/10.1108/ijchm-07-2020-0789.

Kong, H., Z. Yin, Y. Baruch and Y. Yuan (2023). 'The impact of trustin AI on career sustainability: the role of employee–AI collaborationand protean career orientation', Journal of Vocational Behavior, 146,art. 103928

Kumari, D.P.B. (2021) "Perception Towards Artificial Intelligence in Human Resources Management Practices - With Reference to IT Companies in Chennai." Available at: https://papers.ssrn.com/abstract=3897508

Lang L D , Behl A , Phuong N N D ,et al.Toward SME digital transformation in the supply chain? context: the role of structural social and human capital[J].International Journal of Physical Distribution & Logistics Management, 2023, 53(4):448-466.DOI:10.1108/IJPDLM-12-2021-0525.

Lang, J. (2023) "Workforce upskilling: can universities meet the challenges of lifelong learning?," *International Journal of Information and Learning Technology*, 40(5), pp. 388–400. Available at: https://doi.org/10.1108/ijilt-01-2023-0001.

Langer, M., König, C. J., & Busch, V. (2020). Changing the means of managerial work: effects of automated decision support systems on personnel selection tasks. *Journal of Business and Psychology*, *36*(5), 751–769. https://doi.org/10.1007/s10869-020-09711-6

Leicht-Deobald, U., Busch, T., Schank, C., Weibel, A., Schafheitle, S., Wildhaber, I. and Kasper, G. (2019) "The challenges of algorithm-based HR decision-making for personal integrity," *Journal of business ethics*, 160(2), pp. 377–392. Available at: https://doi.org/10.1007/s10551-019-04204-w.

Liu, R., Yue, Z., Ijaz, A., Lutfi, A. and Mao, J. (2023) "Sustainable business performance: Examining the role of green HRM practices, green innovation and responsible leadership through the lens of pro-environmental behavior," *Sustainability*, 15(9), pp. 1–11. Available at: https://doi.org/10.3390/su15097317.

Liu, Z. and Lei, X. (2023) "Research on the nonlinear influence of artificial intelligence on employee development in manufacturing enterprise," in *Proceedings of the 2022 3rd International Conference on E-commerce and Internet Technology (ECIT 2022)*. Dordrecht: Atlantis Press International BV, pp. 169–182. Available at: https://doi.org/10.2991/978-94-6463-005-3_18.

Livingston, S. (2018). *Test Reliability-Basic Concepts*. https://www.ets.org/Media/Research/pdf/RM-18-01.pdf

Lu, Y. (2019) “Artificial intelligence: a survey on evolution, models, applications and future trends,” *Journal of management analytics*, 6(1), pp. 1–29. Available at: https://doi.org/10.1080/23270012.2019.1570365.

Luft, J. A., Jeong, S., Idsardi, R., & Gardner, G. (2022). Literature reviews, Theoretical frameworks, and Conceptual frameworks: an Introduction for New Biology Education Researchers. *CBE—Life Sciences Education, 21*(3). https://doi.org/10.1187/cbe.21-05-0134

Madugula, S., Pratapagiri, S., Phridviraj, M.S.B., Rao, V.C.S., Polala, N. and Kumaraswamy, P. (2023) “Big data for the comprehensive data analysis of IT organisations,” *The Journal of High Technology Management Research*, 34(2), pp. 1–12. Available at: https://doi.org/10.1016/j.hitech.2023.100465.

Maity, S. (2019) “Identifying opportunities for artificial intelligence in the evolution of training and development practices,” *Journal of management development*, 38(8), pp. 651–663. Available at: https://doi.org/10.1108/jmd-03-2019-0069.

Majini Jes Bella, K., Ramyasri, M.D. and Vijayashree, P. (2023) “REVOLUTIONIZING HR MANAGEMENT: EMBRACING TECHNOLOGY FOR ENHANCED EFFICIENCY AND EMPLOYEE ENGAGEMENT,” *International Journal of Scientific Research in Modern Science and Technology*, 2(3), pp. 28–34. Available at: https://ijsrmst.com/index.php/ijsrmst/article/view/116.

Malik, A. *et al*. (2023) 'Employee experience –the missing link for engaging employees: Insights from an MNE's AI-based HR ecosystem', *Human Resource Management*, 62(1), pp. 97–115. Available at: https://doi.org/10.1002/hrm.22133.

Malik, A., Budhwar, P. and Kazmi, B.A. (2023) 'Artificial intelligence (AI)-assisted HRM: Towards an extended strategic framework', *Human Resource Management Review*, 33(1), p. 100940. Available at: https://doi.org/10.1016/j.hrmr.2022.100940.

Malik, N., Tripathi, S.N., Kar, A.K. and Gupta, S. (2022) "Impact of artificial intelligence on employees working in industry 4.0 led organisations," *International journal of manpower*, 43(2), pp. 334–354. Available at: https://doi.org/10.1108/ijm-03-2021-0173.

Malik, A., P. Budhwar, C. Patel and N. R. Srikanth (2022). 'May thebots be with you! Delivering HR cost-effectiveness and individualisedemployee experiences in an MNE', The International Journal of Hu-man Resource Management, 33, pp. 1148–1178.

Malik, A., T. M. Nguyen and P. Budhwar (2022). 'Towards a concep-tual model of AI-mediated knowledge sharing exchange of HRMpractices: antecedents and consequences', IEEE Transactions on En-gineering Management, https://doi.org/10.1109/TEM.2022.3163117.

Man, M.M.K. (2020) “Human resource development requirements in industrial revolution 4.0,” in *Contemporary Global Issues in Human Resource Management*. Emerald Publishing Limited, pp. 129–139. Available at: https://doi.org/10.1108/978-1-80043-392-220201011.

Mariani, K. and Lozada, F.V. (2023) “The use of AI and algorithms for decision-making in workplace recruitment practices,” *Journal of student-scientists’ research*, 12(1), pp. 1–16. Available at: https://doi.org/10.47611/jsr.v12i1.1855.

Masriadi, Dasmadi, Ekaningrum, N.E., Hidayat, M.S. and Yuliaty, F. (2023) “Exploring the Future of Work: Impact of Automation and Artificial Intelligence on Employment,” *ENDLESS: INTERNATIONAL JOURNAL OF FUTURE STUDIES*, 6(1), pp. 125–136. Available at: https://doi.org/10.54783/endlessjournal.v6i1.131.

Mayer, C., Sivatheerthan, T., Mütze-Niewöhner, S. and Nitsch, V. (2023) “Sharing leadership behaviors in virtual teams: effects of shared leadership behaviors on team member satisfaction and productivity,” *Team performance management*, 29(1/2), pp. 90–112. Available at: https://doi.org/10.1108/tpm-07-2022-0054.

Mazarakis, A. *et al.* (2023) ‘What is critical for human-centered AI at work? – Toward an interdisciplinary theory’, *Frontiers in Artificial Intelligence*, 6. Available at: https://doi.org/10.3389/frai.2023.1257057.

Meduri, Y. and Yadav, P. (2021) “Automation invading human resources digital transformation and impact of automation in the space of HR,” *Delhi Business Review*, 22(1), pp. 62–69. Available at: https://doi.org/10.51768/dbr.v22i1.221202105.

Mehrotra, S. and Khanna, A. (2022) “Recruitment through AI in selected Indian companies,” *Metamorphosis*, 21(1), pp. 31–39. Available at: https://doi.org/10.1177/09726225211066220.

Meister, J. C. and Willyerd, K. (2021). “The 2020 workplace: How innovative companies attract,develop, and keep tomorrow’s employees today,” HarperCollins Publishers Inc

Melović, B., Dabić, M., Vukčević, M., Ćirović, D. and Backović, T. (2021) “Strategic business decision making: the use and relevance of marketing metrics and knowledge management,” *Journal of knowledge management*, 25(11), pp. 175–202. Available at: https://doi.org/10.1108/jkm-10-2020-0764.

Mirbabaie, M. *et al.* (2022) ‘The rise of artificial intelligence – understanding the AI identity threat at the workplace’, *Electronic Markets*, 32(1), pp. 73–99. Available at: https://doi.org/10.1007/s12525-021-00496-x.

Mirowska, A. and L. Mesnet (2022). ‘Preferring the devil you know: po-tential applicant reactions to artificial intelligence evaluation of inter-views’, Human Resource Management Journal, 32, pp. 364–383Prikshat, V., A. Malik and P. Budhwar

(2023). ‘AI-augmented HRM:antecedents, assimilation and multilevel consequences’, Human Re-source Management Review, 33, art. 100860

Mittal, P., Jora, R.B., Sodhi, K.K. and Saxena, P. (2023) “A review of the role of artificial intelligence in employee engagement,” in *2023 9th International Conference on Advanced Computing and Communication Systems (ICACCS)*. IEEE, pp. 2502–2506. Available at: https://doi.org/10.1109/icaccs57279.2023.10112957.

Monarch, R. (Munro) (2021) ‘HUMAN-IN-THE-LOOP MACHINE LEARNING: Active learning and annotation for human-centered AI’. Available at: https://www.amazon.in/HUMAN-LOOP-MACHINE-LEARNING-human-centered/dp/1617296740.

Morandini, S., Fraboni, F., Angelis, M., Puzzo, G., Giusino, D. and Pietrantoni, L. (2023) “The impact of artificial intelligence on workers’ skills: Upskilling and reskilling in organisations,” *Informing Science: The International Journal of an Emerging Transdiscipline*, 26, pp. 39–68. Available at: https://doi.org/10.28945/5078.

Morris, J. H., Bernhardsson, S., Bird, M.-L., Connell, L., Lynch, E., Jarvis, K., Kayes, N. M., Miller, K., Mudge, S., & Fisher, R. (2019). Implementation in rehabilitation: a roadmap for practitioners and researchers. *Disability and Rehabilitation*, *42*(22), 3265–3274. https://doi.org/10.1080/09638288.2019.1587013

Mosca, M. (2020). Digitalisation of HRM: A study of success factors and consequences in the last decade. University of Twente.

Murphy, K.R. (2020) “Performance evaluation will not die, but it should,” *Human resource management journal*, 30(1), pp. 13–31. Available at: https://doi.org/10.1111/1748-8583.12259.

Murugesan, U., Subramanian, P., Srivastava, S. and Dwivedi, A. (2023) “A study of Artificial Intelligence impacts on Human Resource Digitalisation in Industry 4.0,” *Decision Analytics Journal*, 7(1), pp. 1–12. Available at: https://doi.org/10.1016/j.dajour.2023.100249.

Nankervis, A., Connell, J., Cameron, R., Montague, A. and Prikshat, V. (2021) “‘Are we there yet?’ Australian HR professionals and the Fourth Industrial Revolution,” *Asia Pacific journal of human resources*, 59(1), pp. 3–19. Available at: https://doi.org/10.1111/1744-7941.12245.

Natarajan, P., B. Rogers, E. Dixon, J. Christensen, K. Borne, L. Wilkinson, and S. Mohan. 2022.Demystifying AI for the Enterprise: A Playbook for Business Value and Digital Transformation.Productivity Press

Naufel, K. Z., & Edwards, V. M. (2022). Ethical Considerations of Social Change Research. *Ethical Considerations of Social Change Research*. https://doi.org/10.4324/9780367198459-reprw82-1

Nawaz, N., Arunachalam, H., Pathi, B.K. and Gajenderan, V. (2024) “The adoption of artificial intelligence in human resources management practices,” *International*

*Journal of Information Management Data Insights*, 4(1), pp. 1–11. Available at: https://doi.org/10.1016/j.jjimei.2023.100208.

Nawaz, N. (2019). *Artificial Intelligence Interchange Human Intervention in the Recruitment Process in Indian Software Industry*. Papers.ssrn.com. https://papers.ssrn.com/sol3/papers.cfm?abstract_id=3521912

Nikou, S., De Reuver, M. and Mahboob Kanafi, M. (2022) "Workplace literacy skills—how information and digital literacy affect adoption of digital technology," *The Journal of documentation; devoted to the recording, organisation and dissemination of specialized knowledge*, 78(7), pp. 371–391. Available at: https://doi.org/10.1108/jd-12-2021-0241.

Nugroho, S.H. (2022) "The role of human resources management in organisational perspective," *Global Journal of Engineering and Technology Advances*, 10(3), pp. 012–018. Available at: https://doi.org/10.30574/gjeta.2022.10.3.0040.

Nye, C.D., Ma, J. and Wee, S. (2022) "Cognitive ability and job performance: Meta-analytic evidence for the validity of narrow cognitive abilities," *Journal of business and psychology*, 37(6), pp. 1119–1139. Available at: https://doi.org/10.1007/s10869-022-09796-1.

Ochmann, J., & Laumer, S. (2020). AI Recruitment: Explaining job seekers' acceptance of automation in human resource management. *WI2020 Zentrale Tracks*, 1633–1648. https://doi.org/10.30844/wi_2020_q1-ochmann

O'Donovan, D. (2019) 'HRM in the Organisation: An Overview', in, pp. 75–110. Available at: https://doi.org/10.1007/978-3-030-13229-3_4.

Ore, O. and Sposato, M. (2022) "Opportunities and risks of artificial intelligence in recruitment and selection," *International journal of organisational analysis*, 30(6), pp. 1771–1782. Available at: https://doi.org/10.1108/ijoa-07-2020-2291.

Palos-Sánchez, P.R. *et al.* (2022) 'Artificial Intelligence and Human Resources Management: A Bibliometric Analysis', *Applied Artificial Intelligence*, 36(1). Available at: https://doi.org/10.1080/08839514.2022.2145631.

Palos-Sánchez, P.R., Baena-Luna, P., Badicu, A. and Infante-Moro, J.C. (2022) "Artificial intelligence and human resources management: A bibliometric analysis," *Applied artificial intelligence: AAI*, 36(1), pp. 1–28. Available at: https://doi.org/10.1080/08839514.2022.2145631.

Pan, Y. and Froese, F.J. (2023) 'An interdisciplinary review of AI and HRM: Challenges and future directions'. Available at: https://yonsei.elsevierpure.com/en/publications/an-interdisciplinary-review-of-ai-and-hrm-challenges-and-future-d.

Pan, Y., F. Froese, N. Liu, Y. Hu and M. Ye (2022). 'The adoption ofartificial intelligence in employee recruitment: the influence of con-textual factors', The International Journal of Human Resource Man-agement, 33, pp. 1125–1147

Panda, A., Pasumarti, S.S. and Hiremath, S. (2023) ‘Adoption of Artificial Intelligence in HR Practices: An Empirical Analysis’, in *The Adoption and Effect of Artificial Intelligence on Human Resources Management, Part B*. Emerald Publishing Limited, pp. 65–80. Available at: https://doi.org/10.1108/978-1-80455-662-720230005.

Panda, A., Pasumarti, S.S. and Hiremath, S. (2023) “Adoption of artificial intelligence in HR practices: An empirical analysis,” in *The Adoption and Effect of Artificial Intelligence on Human Resources Management, Part B*. Emerald Publishing Limited, pp. 65–80. Available at: https://doi.org/10.1108/978-1-80455-662-720230005.

Pandey, P., & Pandey, M. M. (2015). *Research Methodology : Tools & Techniques*. Bridge Center. http://dspace.vnbrims.org:13000/jspui/bitstream/123456789/4666/1/RESEARCH%20METHODOLOGY%20TOOLS%20AND%20TECHNIQUES.pdf

Park, Y. S., Konge, L., & Artino, A. R. (2020). The Positivism Paradigm of Research. *Academic Medicine*, *95*(5), 690–694. NCBI. https://doi.org/10.1097/ACM.0000000000003093

Park, H. *et al.* (2021) ‘Human-AI Interaction in Human Resource Management: Understanding Why Employees Resist Algorithmic Evaluation at Workplaces and How to Mitigate Burdens’, in *Proceedings of the 2021 CHI Conference on*

*Human Factors in Computing Systems*. New York, NY, USA: ACM, pp. 1–15. Available at: https://doi.org/10.1145/3411764.3445304.

Peifer, Y., Jeske, T. and Hille, S. (2022) 'Artificial Intelligence and its Impact on Leaders and Leadership', *Procedia Computer Science*, 200, pp. 1024–1030. Available at: https://doi.org/10.1016/j.procs.2022.01.301.

Pervin, N., & Mokhtar, M. (2022). The Interpretivist Research paradigm: a Subjective Notion of a Social Context. *International Journal of Academic Research in Progressive Education and Development, 11*(2), 419–428. http://dx.doi.org/10.6007/IJARPED/v11-i2/12938

Peteraf, M.A. (1993) 'The cornerstones of competitive advantage: A resource-based view', *Strategic Management Journal*, 14(3), pp. 179–191. Available at: https://doi.org/10.1002/smj.4250140303.

Phillips, J.J. (2005) *Investing in Your Company's Human Capital: Strategies to Avoid Spending Too Little -- or Too Much*. Available at: https://www.amazon.in/Investing-Your-Companys-Human-Capital/dp/0814414028.

Pillai, R. and Sivathanu, B. (2020) "Adoption of artificial intelligence (AI) for talent acquisition in IT/ITeS organisations," *Benchmarking An International Journal*, 27(9), pp. 2599–2629. Available at: https://doi.org/10.1108/bij-04-2020-0186.

Prem, E. (2019) “Artificial Intelligence for Innovation in Austria,” *Technology innovation management review*, 9(12), pp. 5–15. Available at: https://doi.org/10.22215/timreview/1287.

Prentice, C., Wong, I.A. and Lin, Z. (cj) (2023) “Artificial intelligence as a boundary-crossing object for employee engagement and performance,” *Journal of retailing and consumer services*, 73(103376), p. 103376. Available at: https://doi.org/10.1016/j.jretconser.2023.103376.

Price, P. C. (2018). *Reliability and Validity of Measurement – Research Methods in Psychology*. Opentextbc.ca. https://opentextbc.ca/researchmethods/chapter/reliability-and-validity-of-measurement/

Prikshat, V., Malik, A. and Budhwar, P. (2023) ‘AI-augmented HRM: Antecedents, assimilation and multilevel consequences’, *Human Resource Management Review*, 33(1), p. 100860. Available at: https://doi.org/10.1016/j.hrmr.2021.100860.

Pumplun, L., Tauchert, C. and Heidt, M. (2019) ‘A New Organisational Chassis for Artificial Intelligence-Exploring Organisational Readiness Factors’. Available at: https://www.researchgate.net/publication/339974755_A_New_Organisational_Chassis_for_Artificial_Intelligence-Exploring_Organisational_Readiness_Factors.

Qamar, Y., Agrawal, R.K., Samad, T.A. and Chiappetta Jabbour, C.J. (2021) “When technology meets people: the interplay of artificial intelligence and human

resource management," *Journal of enterprise information management*, 34(5), pp. 1339–1370. Available at: https://doi.org/10.1108/jeim-11-2020-0436.

R., D. and Sekar, S. (2023) 'Is my Manager AI Capable? Identifying Managerial Competencies in Implementing AI in HRM', *Academy of Management Proceedings*, 2023(1). Available at: https://doi.org/10.5465/AMPROC.2023.15457abstract.

Rajeshwari, S., Reddy, D.R. and Reddy, M.R. (2019) "Changing role of learning and development methodologies in digital age-a comparison between manufacturing and service industry," SUMEDHA JOURNAL OF MANAGEMENT, 8(2), pp. 113–126. Available at: https://www.indianjournals.com/ijor.aspx?target=ijor:sjm&volume=8&issue=2&article=009.

Rakova, B. *et al.* (2021) 'Where Responsible AI meets Reality', *Proceedings of the ACM on Human-Computer Interaction*, 5(CSCW1), pp. 1–23. Available at: https://doi.org/10.1145/3449081.

Ransbotham, S. *et al.* (2021) 'The Cultural Benefits of Artificial Intelligence in the Enterprise'. Available at: https://sloanreview.mit.edu/projects/the-cultural-benefits-of-artificial-intelligence-in-the-enterprise/.

Rana, G., & Sharma, R. (2019). Emerging human resource management practices in Industry 4.0. *Strategic HR Review*, *18*(4), 176–181. https://doi.org/10.1108/shr-01-2019-0003

Rawashdeh, A. (2023) "The consequences of artificial intelligence: an investigation into the impact of AI on job displacement in accounting," *Journal of science and technology policy management*, 20(1), pp. 1–11. Available at: https://doi.org/10.1108/jstpm-02-2023-0030.

Reis, D.P. dos and Puente-Palacios, K. (2019) "Team effectiveness: the predictive role of team identity," *RAUSP Management journal*, 54(2), pp. 141–153. Available at: https://doi.org/10.1108/rausp-07-2018-0046.

Ren, S., M. B. Mawritz, R. L. Greenbaum, M. T. Babalola and Z.Wang (2024). 'Does competitive action intensity influence team per-formance via leader bottom-line mentality? A social information pro-cessing perspective', Journal of Applied Psychology, https://doi.org/10.1037/apl0001166

Rischmeyer, N. (2021) "Machine learning as key technology of AI: Automated workforce planning," in *Future of Business and Finance*. Cham: Springer International Publishing, pp. 235–244. Available at: https://doi.org/10.1007/978-3-030-65896-0_21.

Robert, L.P., Pierce, C., Marquis, L., Kim, S. and Alahmad, R. (2020) "Designing fair AI for managing employees in organisations: a review, critique, and design

agenda," *Human-computer interaction*, 35(5–6), pp. 545–575. Available at: https://doi.org/10.1080/07370024.2020.1735391.

Rodgers, W., Murray, J.M., Stefanidis, A., Degbey, W.Y. and Tarba, S.Y. (2023) "An artificial intelligence algorithmic approach to ethical decision-making in human resource management processes," *Human resource management review*, 33(1), pp. 1–10. Available at: https://doi.org/10.1016/j.hrmr.2022.100925.

Roschelle, J., Lester, J., and Fusco, J. (2020). AI and the Future of Learning: Expert Panel Report. *Digital Promise*. Available at: https://doi.org/10.51388/20.500.12265/106

Rotatori, D., Lee, E.J. and Sleeva, S. (2021) "The evolution of the workforce during the fourth industrial revolution," *Human resource development international*, 24(1), pp. 92–103. Available at: https://doi.org/10.1080/13678868.2020.1767453.

Rožman, M., Oreški, D. and Tominc, P. (2023) "Artificial-intelligence-supported reduction of employees' workload to increase the company's performance in today's VUCA environment," *Sustainability*, 15(6), pp. 1–12. Available at: https://doi.org/10.3390/su15065019.

Rudra Kumar, M. and Gunjan, V.K. (2022) "Machine learning based solutions for human resource systems management," in *Lecture Notes in Electrical Engineering*. Singapore: Springer Nature Singapore, pp. 1239–1249. Available at: https://doi.org/10.1007/978-981-16-7985-8_129.

Rydén, P. and El Sawy, O. (2022) 'Real-Time Management: When AI Goes Fast and Flow', in, pp. 225–243. Available at: https://doi.org/10.1007/978-3-030-90192-9_11.

Sakka, F., Maknouzi, M.E.H. El and Sadok, H. (2022) 'HUMAN RESOURCE MANAGEMENT IN THE ERA OF ARTIFICIAL INTELLIGENCE FUTURE HR WORK PRACTICES, ANTICIPATED SKILL SET, FINANCIAL AND LEGAL IMPLICATIONS'. Available at: https://www.researchgate.net/publication/357752461

Saling, K.C. and Do, M.D. (2020) "Leveraging people analytics for an adaptive complex talent management system," *Procedia computer science*, 168, pp. 105–111. Available at: https://doi.org/10.1016/j.procs.2020.02.269.

Sampson, S.E. (2021) 'A Strategic Framework for Task Automation in Professional Services', *Journal of Service Research*, 24(1), pp. 122–140. Available at: https://doi.org/10.1177/1094670520940407.

Saunders, M., Lewis, P., & Thornhill, A. (2019). *Research Methods for Business Students* (8th ed.). Pearson.

SCHÖNBERGER, M. (2023) 'ARTIFICIAL INTELLIGENCE FOR SMALL AND MEDIUM-SIZED ENTERPRISES: IDENTIFYING KEY APPLICATIONS AND CHALLENGES', *Journal of Business Management*, 21, pp. 89–112. Available at: https://doi.org/10.32025/JBM23004.

Schmid, Y., & Pscherer, F. (2021). Digital transformation afecting human resource activities: A mixedmethods approach. Human Interaction, Emerging Technologies and Future Systems V: Proceedings of the 5th International Virtual Conference on Human Interaction and Emerging Technologies, IHIET 2021, August 27-29, 2021 and the 6th IHIET: Future Systems (IHIET-FS 2021), October 28-30, 2021, France 543-549). Springer International Publishing

Shaikh, F., Afshan, G., Anwar, R.S., Abbas, Z. and Chana, K.A. (2023) "Analyzing the impact of artificial intelligence on employee productivity: the mediating effect of knowledge sharing and well-being," *Asia Pacific journal of human resources*, 61(4), pp. 794–820. Available at: https://doi.org/10.1111/1744-7941.12385.

Sharma, A., Tyagi, R., Verma, A. and Paul, A. (2022) "Review on Digitalisation and Artificial Intelligence in human Resource function of Energy sector," *Water and Energy International*, 65(2), pp. 38–46. Available at: https://www.indianjournals.com/ijor.aspx?target=ijor:wei&volume=65r&issue=2&article=006.

Sharma, P., Srinivas, B., Shunmugasundaram, M., Rai, S. K., O, P. K., & Banu, S. R. (2023). Innovations in Human Resource Management: Adapting to the Future of Work. *Journal of Informatics Education and Research*, *3*(2). https://jier.org/index.php/journal/article/view/297

Shick, M., Johnson, N. and Fan, Y. (2024) “Artificial intelligence and the end of bounded rationality: a new era in organisational decision making,” *Development in Learning Organisations An International Journal*, 38(4), pp. 1–3. Available at: https://doi.org/10.1108/dlo-02-2023-0048.

Shuguang,W.,&Shuyang,Z.(2021).TransformationandStrategicDevelopmentofHumanResourceManagementinPublicSectorUnderDigitalEconomy.In20216thInternationalConferenceonSocialSciencesandEconomicDevelopment(ICSSED2021)(pp.77-80).AtlantisPress.

Sileyew, K. J. (2019). Research Design and Methodology. In *www.intechopen.com*. IntechOpen. https://doi.org/10.5772/intechopen.85731

Sipahi, E. and Artantaş, E. (2022) ‘Artificial Intelligence in HRM’. Available at: https://www.semanticscholar.org/paper/Artificial-Intelligence-in-HRM-Sipahi-Artantaş/24008c8bd8a94e0040e4b131220276d843c2458a.

Simpson, S. H. (2015). Creating a Data Analysis Plan: What to Consider When Choosing Statistics for a Study. *The Canadian Journal of Hospital Pharmacy*, *68*(4), 311–317. https://doi.org/10.4212/cjhp.v68i4.1471

Sjachriatin,E.,Riyadi,S.,&Mujanah,S.(2023).Theeffectsofknowledgeorientedleadershipstyle,digitaltransformation,andhumanresourcedevelopmentonsustainablecompetitiveadvantageinEastJavaMSMEs.UncertainSupplyChainManagemen

Sivathanu, B. and Pillai, R. (2020) “Technology and talent analytics for talent management – a game changer for organisational performance,” *International journal of organisational analysis*, 28(2), pp. 457–473. Available at: https://doi.org/10.1108/ijoa-01-2019-1634.

Sjödin, D. *et al.* (2021) ‘How AI capabilities enable business model innovation: Scaling AI through co-evolutionary processes and feedback loops’, *Journal of Business Research*, 134, pp. 574–587. Available at: https://doi.org/10.1016/j.jbusres.2021.05.009.

Sobočan, A. M., Bertotti, T., & Strom-Gottfried, K. (2019). Ethical considerations in social work research. *European Journal of Social Work*, *22*(5), 1–14. tandfonline. https://doi.org/10.1080/13691457.2018.1544117

Soleimani, M., Intezari, A. and Pauleen, D.J. (2021) “Mitigating cognitive biases in developing AI-assisted recruitment systems: A knowledge-sharing approach,” *International journal of knowledge management*, 18(1), pp. 1–18. Available at: https://doi.org/10.4018/ijkm.290022.

Solís, M. and Mora-Esquivel, R. (2019) “Development and validation of a measurement scale of the innovative culture in work teams,” *International journal of innovation science*, 11(2), pp. 299–322. Available at: https://doi.org/10.1108/ijis-07-2018-0073.

Stefano, V. De and Wouters, M. (2022) ‘AI and digital tools in workplace management and evaluation: An assessment of the EU’s legal framework’. Available at: https://papers.ssrn.com/sol3/papers.cfm?abstract_id=4144899.

Steinhoff, J. (2021). Automation and Autonomy: Labour, Capital andMachines in the Artificial Intelligence Industry. Cham: Springer International

Strohmeier,S.(2020).Digitalhumanresourcemanagement:Aconceptualclarification.GermanJournalofHumanResourceManagement,34(3),345-365

Sucharita, K. and Seethalakshmi, R. (2022) “Artificial intelligence in training and development for employees with reference to selected it companies,” *Journal of Positive School Psychology* , 6(9), pp. 2700–2715. Available at: https://journalppw.com/index.php/jpsp/article/view/12736 (Accessed: August 17, 2024).

Tambe, P., Cappelli, P. and Yakubovich, V. (2019) ‘Artificial Intelligence in Human Resources Management: Challenges and a Path Forward’, *California Management Review*, 61(4), pp. 15–42. Available at: https://doi.org/10.1177/0008125619867910.

Teece, D.J., Pisano, G. and Shuen, A. (1997) ‘Dynamic capabilities and strategic management’, *Strategic Management Journal*, 18(7), pp. 509–533. Available at: https://doi.org/10.1002/(SICI)1097-0266(199708)18:7<509::AID-SMJ882>3.0.CO;2-Z.

Tewari, I. and Pant, M. (2020) “Artificial intelligence reshaping human resource management : A review,” in *2020 IEEE International Conference on Advent Trends in Multidisciplinary Research and Innovation (ICATMRI)*. IEEE, pp. 1–4. Available at: https://doi.org/10.1109/icatmri51801.2020.9398420.

Thite, M. (2022) “Digital human resource development: where are we? Where should we go and how do we go there?,” *Human resource development international*, 25(1), pp. 87–103. Available at: https://doi.org/10.1080/13678868.2020.1842982.

Tian, J. (2020) “The human resources development applications of machine learning in the view of artificial intelligence,” in *2020 IEEE 3rd International Conference on Computer and Communication Engineering Technology (CCET)*. IEEE, pp. 39–43. Available at: https://doi.org/10.1109/ccet50901.2020.9213113.

Timans, R., Wouters, P., & Heilbron, J. (2019). Mixed methods research: what it is and what it could be. *Theory and Society, 48*(2), 193–216. springer. https://doi.org/10.1007/s11186-019-09345-5

Tong, S., Jia, N., Luo, X. and Fang, Z. (2021) “The Janus face of artificial intelligence feedback: Deployment versus disclosure effects on employee performance,” *Strategic management journal*, 42(9), pp. 1600–1631. Available at: https://doi.org/10.1002/smj.3322.

Tongkachok, K., Garg, S., Vemuri, V.P., Chaudhary, V., Vitthal Koli, P. and Suresh Kumar, K. (2022) "The Role of Artificial Intelligence on Organisational support Programmes to Enhance work outcome and Employees Behaviour," *Materials today: proceedings*, 56, pp. 2383–2387. Available at: https://doi.org/10.1016/j.matpr.2021.12.205.

Torraco, R.J. and Lundgren, H. (2020) "What HRD is doing—what HRD should be doing: The case for transforming HRD," *Human resource development review*, 19(1), pp. 39–65. Available at: https://doi.org/10.1177/1534484319877058.

Torresan, S. and Hinterhuber, A. (2023) "Continuous learning at work: the power of gamification," *Management decision*, 61(13), pp. 386–412. Available at: https://doi.org/10.1108/md-12-2020-1669.

Tschang, F. T., & Mezquita, E. A. (2020). Artificial Intelligence as Augmenting Automation: Implications for Employment. *Academy of Management Perspectives*, *35*(4). https://journals.aom.org/doi/abs/10.5465/amp.2019.0062

Ulrich, D. 2024. "Why and How to Move HR to an Outside-In Approach." Human ResourceDevelopment International 27 (2): 161–168. https://doi.org/10.1080/13678868.2024.2323824.

Ulrich, D. (1998) 'A New Mandate for Human Resources'. Available at: https://hbr.org/1998/01/a-new-mandate-for-human-resources.

Upadhyay, N., Upadhyay, S., Al-Debei, M.M., Baabdullah, A.M. and Dwivedi, Y.K. (2023) “The influence of digital entrepreneurship and entrepreneurial orientation on intention of family businesses to adopt artificial intelligence: examining the mediating role of business innovativeness,” *International journal of entrepreneurial behaviour & research*, 29(1), pp. 80–115. Available at: https://doi.org/10.1108/ijebr-02-2022-0154.

Uren, V. and Edwards, J.S. (2023) “Technology readiness and the organisational journey towards AI adoption: An empirical study,” *International journal of information management*, 68(1), pp. 1–14. Available at: https://doi.org/10.1016/j.ijinfomgt.2022.102588.

Vardarlier, P. (2020). Digital transformation of human resource management: Digital applications and strategic tools in HRM. In Digital Business Strategies in Blockchain Ecosystems (pp. 239–264). Springer

Varma, A., Pereira, V. and Patel, P. (2024) “Artificial intelligence and performance management,” *Organisational dynamics*, 53(1), pp. 1–13. Available at: https://doi.org/10.1016/j.orgdyn.2024.101037.

Vedapradha, R., Hariharan, R., & Shivakami, R. (2019). Artificial Intelligence: A Technological Prototype in Recruitment. *Journal of Service Science and Management*, *12*(03), 382–390. https://doi.org/10.4236/jssm.2019.123026

Verhoef, P. C., Broekhuizen, T., Bart, Y., Bhattacharya, A., Dong, J. Q., Fabian, N., & Haenlein, M. (2021). Digital transformation: A multidisciplinary refection and research agenda. Journal Of Business Research, 122, 889–901.

Wang, Z. (2024). Human resource organisation support and management strategies under digital transformation. *Academic Journal of Business & Management*, *6*(6), 238-243.

Wamba-Taguimdje, S.-L., Fosso Wamba, S., Kala Kamdjoug, J.R. and Tchatchouang Wanko, C.E. (2020) "Influence of artificial intelligence (AI) on firm performance: the business value of AI-based transformation projects," *Business process management journal*, 26(7), pp. 1893–1924. Available at: https://doi.org/10.1108/bpmj-10-2019-0411.

Wasti, S. P., Simkhada, P., Teijlingen, E. van , Sathian, B., & Banerjee, I. (2022). The Growing Importance of mixed-methods Research in Health. *Nepal Journal of Epidemiology*, *12*(1), 1175–1178. NCBI. https://doi.org/10.3126/nje.v12i1.43633

Wedchayanon, N. (1995) 'Personnel Management VS Human Resources Management: Old Wine In New Bottles'. Available at: http://library1.nida.ac.th/nida_jour0/NJv35n4_07.pdf.

Wesche, J.S. and Sonderegger, A. (2021) "Repelled at first sight? Expectations and intentions of job-seekers reading about AI selection in job

advertisements," *Computers in human behavior*, 125(1), pp. 1–11. Available at: https://doi.org/10.1016/j.chb.2021.106931.

Wiblen, S. and Marler, J.H. (2021) "Digitalised talent management and automated talent decisions: the implications for HR professionals," *The international journal of human resource management*, 32(12), pp. 2592–2621. Available at: https://doi.org/10.1080/09585192.2021.1886149.

Wijayati, D.T., Rahman, Z., Fahrullah, A., Rahman, M.F.W., Arifah, I.D.C. and Kautsar, A. (2022) "A study of artificial intelligence on employee performance and work engagement: the moderating role of change leadership," *International journal of manpower*, 43(2), pp. 486–512. Available at: https://doi.org/10.1108/ijm-07-2021-0423.

Wilson, H. J., & Daugherty, P. R. (2019) "Creating the symbiotic AI workforce of the future," *MIT Sloan Management Review*, 61(1), pp. 1-4. Available at: https://www.proquest.com/openview/5b251e479765bfde77c14f70ee88180f/1?pq-origsite=gscholar&cbl=26142

Wright, C.F. and Constantin, A. (2021) "Why recruit temporary sponsored skilled migrants? A human capital theory analysis of employer motivations in Australia," *Australian journal of management*, 46(1), pp. 151–173. Available at: https://doi.org/10.1177/0312896219895061.

Wu, W., Huang, T. and Gong, K. (2020) ‘Ethical Principles and Governance Technology Development of AI in China’, *Engineering*, 6(3), pp. 302–309. Available at: https://doi.org/10.1016/j.eng.2019.12.015.

Yawalkar, V. V. (2019) ‘A Study of Artificial Intelligence and its role in Human Resource Management’. Available at: https://www.researchgate.net/publication/331596981_A_Study_of_Artificial_Intelligence_and_its_role_in_Human_Resource_Management.

Zehir, C., Karaboğa, T., & Başar, D. (2019). The Transformation of Human Resource Management and Its Impact on Overall Business Performance: Big Data Analytics and AI Technologies in Strategic HRM. *Contributions to Management Science*, 265–279. https://doi.org/10.1007/978-3-030-29739-8_12

Zhang, C. *et al.* (2021) ‘Understanding deep learning (still) requires rethinking generalization’, *Communications of the ACM*, 64(3), pp. 107–115. Available at: https://doi.org/10.1145/3446776.

Zhang, J., Le, T. and Chen, J. (2023) “Investigation of essential skills for data analysts: An analysis based on LinkedIn,” *Journal of global information management*, 31(1), pp. 1–21. Available at: https://doi.org/10.4018/jgim.326548.

Zhang, Q. *et al.* (2019) ‘The Role of Cynicism and Personal Traits in the Organisational Political Climate and Sustainable Creativity’, *Sustainability*, 11(1), p. 257. Available at: https://doi.org/10.3390/su11010257.

Zhang, J., & Chen, Z. (2023). Exploring Human Resource Management Digital Transformation in the Digital Age. *Journal of the Knowledge Economy, 15*.

Zhou,R.(2023).StudyonCountermeasuresandSuggestionsforHumanResourceManagement ofEnterprisesintheContextofDigitalTransformation.AcademicJournalofBusiness& Management

Zirar, A., Ali, S.I. and Islam, N. (2023) “Worker and workplace Artificial Intelligence (AI) coexistence: Emerging themes and research agenda,” *Technovation*, 124(1), pp. 1–17. Available at: https://doi.org/10.1016/j.technovation.2023.102747.