

REIMAGINING HUMAN RESOURCE MANAGEMENT THROUGH ARTIFICIAL INTELLIGENCE: OPPORTUNITIES, RISKS, AND FUTURE DIRECTIONS

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ABSTRACT

When compared to human efforts, artificial intelligence is far more efficient when it comes to analyzing large datasets to draw clear conclusions. The time and effort required to assign such large jobs to individuals would be prohibitive, and the likelihood of analytical mistakes would rise dramatically. The integration of AI into mundane yet crucial HR processes heralds a new age in human resource management, one that will usher in unprecedented levels of operational efficiency. Payroll, benefits administration, and record keeping are just a few of the essential tasks that have been automated by AI, which has reduced human error and freed up valuable time. Furthermore, ML's constant operating capacity (i.e., lack of tiredness or monotony) guarantees steady performance and dependability all day long. The business gains from this efficiency boost since it streamlines industrial procedures, decreases the chance of mistakes, and, by extension, improves work outputs. In light of the pressing need for AI adoption by organisations, we conducted a scoping analysis of the literature on AI-HRM to identify its key contributions. The results of the study provide credence to the role of human resources experts in AI-related changes. To help businesses embrace AI, HR experts may provide training on how to use AI-powered tools and systems and work with other divisions (like IT) to integrate AI solutions smoothly. If human resources professionals aren't passionately convinced of the benefits of technological transformation, their dual position as workers and HR specialists supporting management might make it difficult for them to lead the charge. In conclusion, we urge researchers to do more empirical studies on the issue of AI adoption in HRM so that we can better understand it and provide support to HR professionals, line managers, and employees as they work to positively and sustainably integrate AI into their organisations.

Keywords: Reimagine, Human resource management, artificial intelligence, opportunities, risk, future direction

1. INTRODUCTION

A revolutionary change in how companies find, train, and keep employees has occurred with the incorporation of AI into HRM applications. Artificial intelligence (AI) has become an essential tool for facilitating data-driven decision-making and operational efficiency in a wide range of corporate processes as more and more sectors embark on digital transformation. Human resource management is undergoing a sea change as a result of artificial intelligence (AI) technology, which is replacing human administrators and strategists with smart, automated, and predictive systems that can do once-manual work with ease. The use of artificial intelligence (AI) is changing the HR industry in significant ways, impacting processes such as hiring, onboarding, performance reviews, and employee engagement. Both technology advancements and a rethinking of human resources' function in creating adaptable, future-proof companies are reflected in this shift. (Kaur & Gandolfi, 2023).

1.1 Transformation of HR practices: from conventional methods to innovative approaches using artificial intelligence

A. Automation of Administrative Functions with Artificial Intelligence

When compared to human efforts, artificial intelligence is far more efficient when it comes to analyzing large datasets in order to draw clear conclusions. The time and effort required to assign such large jobs to individuals would be prohibitive, and the likelihood of analytical mistakes would rise dramatically. (C. Prentice et al. 2020) The integration of AI into mundane yet crucial HR processes heralds a new age in human resource management, one that will usher in unprecedented levels of operational efficiency. (T. Karaboğa et al. 2022) Automating complicated administrative operations like payroll processing and personnel data management is one way that corporations like AT&T and GE have used AI. This has reduced the stress on HR workers while significantly improving accuracy and operating speed. Payroll, benefits administration, and record keeping are just a few of the essential tasks that have been automated by AI, which has reduced human error and freed up valuable time. Furthermore, ML's constant operating capacity (i.e., lack of tiredness or monotony) guarantees steady performance and dependability all day long. This efficiency boost is advantageous for business since it streamlines procedures in the sector, which in turn improves work results by lowering the probability of mistakes. (B. Vishwanath et al. 2023)

B. Hiring and Choosing

There has been a meteoric rise in the amount of data available on open positions and applicant profiles since the dawn of the internet age, and there has also been a dramatic increase in the number of online recruiting applications. (K. Ramachandran et al. 2022)

Human resources departments are experiencing information overload as a result of this data flood, which makes it more difficult to handle the number of applicants for any particular job. It is now both inefficient and time-consuming to use traditional candidate matching approaches that include sorting and analyzing each résumé. Recruiters face high levels of stress and the possibility of choosing inappropriate applicants due to the important nature of position-to-candidate matching. (A. Singh et al. 2010) Automating the process of matching resumes with open positions is one goal of the many e-recruitment systems that have recently been created. Domain ontologies like ER-Ontology, which uses similarities between resumes and job offers to annotate them semantically, were commonly used in earlier methods. (A. Habous et al. 2021) Similarly, used sector, skill, and company ontologies to annotate resumes and job postings. Even with all these new tools, companies still had a hard time with the selection and recruiting process.

C. Professional Development and Administration

Designing and implementing systems for career planning and management that correspond with organisational needs and people's preferences and talents is what career management inside organisations is all about. (Z. B. L. Yahiaoui et al. 2006) It includes a wide range of initiatives, from formal training courses and assessment centres to mentoring and career counseling—all with the goal of aligning individual and organisational career needs. Career management strategies are changing towards more integrated and data-driven methods; however, their primary focus has always been on helping individuals progress through an organization's hierarchical levels through direct human contact and manual data processing (M. Harzallah et al., 2002).

Intelligent data analysis and proactive assistance made possible by modern AI-based career systems allow for a more dynamic engagement between guidance staff and workers, and they offer a wider range of customised career advice models. (E. Faliagka et al. 2012) The traditional paradigm of individual counselling is giving way to a more adaptable, responsive, and personalized advice ecosystem powered by AI, which helps with talent identification and development, recommends specialized career paths, and optimizes guidance resources. To provide employees with personalized career paths, companies are using cognitive technology to track their development. For example, to fill skill gaps, workers might map out their professional path in conjunction with specified learning goals. The most successful companies realise that the key to getting their employees invested in learning is to provide them with the resources they need to make clear career transitions and connect their training with those opportunities. By consolidating and

tailoring personnel data, cognitive technologies streamline this process. (S. Robson et al., 2021; M. Nocker, 2019; R. Priyanka et al. 2023; Y. Baruch, 1999)

1.2 Human-centred AI-HRM orientation: the technocratic stage

Artificial intelligence (AI), machine learning (ML), augmented reality (AR), and virtual reality (VR) are becoming more important in human resource management (HRM), both in terms of supporting and influencing different people management tasks and practices (e.g., Bersin and Chamorro-Premuzic, 2019; Malik et al., 2022). At present, applications that are based on artificial intelligence help human resource management experts with HR planning, selection and recruitment, training and development, performance management, influencing employee attitudes like engagement and job satisfaction, and supporting employee retention. Examples of such applications include works by Karatop et al. (2015), Torres and Mejia (2017), Sitzmann and Weinhardt (2019), Bankar and Shukla (2023), and Chowdhury et al. (2023b). As it stands, AI helps HRM departments with a lot of different things, such as automating boring jobs, cutting HR expenses, making data-driven choices using people analytics, and eliminating prejudice in recruiting (e.g., Henkel et al., 2020).

With the fast advancement of technology, our work operations are undergoing a period of rapid transformation. One example of such an application is the widespread use of online meeting and task management tools. More and more, workout chores are being automated by means of technology. Workplace productivity is skyrocketing thanks to AI, which is simplifying and smartening up once labour-intensive operations. When it comes to onboarding new employees, AI is a huge help. Typically, businesses require new hires to undergo an induction programme that familiarises them with the business's rules and regulations, operational procedures, and the software and hardware they will use on the job. In the past, HR representatives would personally guide each new hire through the onboarding process. That can be made easier using AI. AI bots may answer simple questions and guide users through automated processes, such as filling out forms, completing tasks, and accessing training materials. The HR departments and the new recruits both gain from it. Using AI to help keep tabs on staff performance may be a huge help. It has the ability to collect and analyse information on how well an individual completes duties, how well they work with others, and where they could need some help. This is not an attempt at employee espionage; rather, it is an effort to learn what is and isn't working for both workers and managers. If someone is having trouble, AI can even suggest ways to help, such as training or support. (Y. Baruch et al. 2001 ; S. Westman et al. 2021 ; J. P. Sampson et al. 2020)

1.3 Risks

- **Data Privacy and Security:** Data breaches and regulatory compliance are issues that arise when AI systems need large volumes of personal employee information.
- **Algorithmic Bias:** Without proper design and auditing, AI algorithms have the potential to reinforce and even magnify preexisting biases in historical data.
- **Erosion of Human Trust and Culture:** The human element in the workplace, as well as trust and morale, might take a hit if AI is overused.
- **Transparency and Accountability:** Some AI models' "black box" characteristics make it challenging to comprehend and justify their judgements, which in turn leads to an absence of openness and responsibility.

1.4 Future Directions

- **Human-centric AI:** It is critical to develop AI systems that prioritise the employee experience while still being ethical, transparent, and technically sophisticated.
- **Strategic Integration:** Taking AI a step further by incorporating it into long-term workforce planning and decision-making processes rather than just HR tactical operations
- **Upskilling the HR Workforce:** Providing human resources departments with the data analysis and digital literacy abilities necessary to collaborate with AI
- **Ethical Guidelines and Governance:** Creating secure systems for handling data and privacy, outlining procedures for human review of AI-generated choices,

- **Fostering a Culture of Change:** Fostering an environment that is open to new methods of working that are driven by AI is in line with both the organization's objectives and the demands of its employees.

2. OBJECTIVES OF THE STUDY

1. To examine the evolution of human resource practices: from tradition to innovation via artificial intelligence.
2. To examine AI-driven human resource management (AI-HRM) with a focus on human-centric principles.

3. RESEARCH METHOD

In light of the pressing need for AI adoption by organisations, we conducted a scoping analysis of the literature on AI-HRM to identify its key contributions. To guide a future specified systematic review or primary study, a scoping review "strives to explore and define conceptual and logistic boundaries around a particular topic" (Sutton et al., 2019, p. 211). Put simply, this review style provides a general idea of how much literature may be accessible on a certain subject (Paré et al., 2015). Scope reviews differ primarily from systematic reviews in that they "strive to provide an overview or map of the evidence" rather than a "critically appraised and synthesised result/answer to a particular question" (Munn et al., 2018). If a body of literature has not yet been thoroughly reviewed, this method can help fill in the gaps in our understanding (Munn et al., 2018), which can then guide our policy and research decisions. Arksey and O'Malley (2005) and Peters et al. (2015) outline the standards that guided our systematic scoping review.

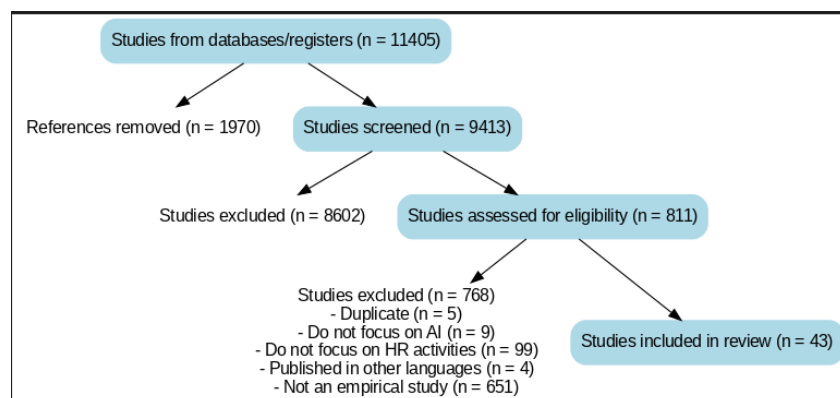
3.1 Search methodology, filtering, and selection of articles

To supplement previous evaluations, we widened our search to incorporate scholarly articles published prior to January 10, 2023 (the date of data extraction), without mentioning a start date. To further guarantee a specific standard of outcome quality, we restricted our inclusion to publications published in journals that underwent peer review (Clark and Wright, 2007). Because of their complementary viewpoints and consistent engagement with the HRM literature, the research was limited to four disciplines—management, HRM/industrial relations (IR), psychology, and information systems (IS)—that are likely to provide particularly relevant insights into the AI-HRM field. Indeed, our goal was not only to identify gaps in the existing theory, but also to delve into the emerging areas of study that intersect with these subjects.

Paré et al. (2015) assert that the inclusion and exclusion criteria satisfactorily addressed the study topics. Research had to meet certain criteria in order to be considered for inclusion in the review. These included the following: (1) an emphasis on AI, (2) data pertaining to HR activities, (3) a connection to management, HRM/IR, psychology, or IS, (4) publication in a peer-reviewed journal, (5) publication prior to January 10, 2023, (6) empirical studies, and (7) written in English. Artificial intelligence (AI) (e.g., machine learning) and human resources (e.g., recruiting) were the primary search phrases that were incorporated into the search string.

3.2 Data extraction and analysis

From the final collection of 43 studies, the first author (JD) used a standardised data extraction form to extract relevant information, such as article references, the first author's place of origin, study technique, and sample. As a result of this procedure, a synopsis of the chosen research was produced. MaxQDA was used to analyse the contents of the chosen articles in great detail. Based on the subjects covered, eight distinct HR activity groups were derived from the thematic analysis of these publications. In accordance with the advice of several researchers (e.g., O'Connor and Joffe, 2020), the second author coded 20% of the articles (chosen at random) to ensure the first author's coding was accurate. According to Miles et al. (2020), the prior research suggests an 85 to 90% threshold for inter-judge agreement, yet the inter-judge agreement reached 95.7%. In order for the initial author to code the other articles uniformly, the writers resolved any remaining differences by discussing them.



Graph 1 Flow diagram of the scoping review process

4. RESULT AND DISCUSSION

4.1 The impact of artificial intelligence on human resources operations

We found five main implications of AI on HR activities in our scoping review: (1) AI streamlines repetitive processes; (2) it can make better use of HR data; (3) it can augment human capabilities, allowing HR professionals to do more than they could on their own; (4) AI is changing the nature and structure of work in the workplace; and (5) AI is changing the way people interact with one another and their work experience. The advantages and disadvantages of these consequences will be discussed in further depth in the paragraphs that follow.

4.2 Occasions

1 Task automation

The researched literature has revealed several opportunities related to work automation. The authors emphasised the replacement of repetitive work as one of the benefits of AI-based technologies (Huang et al., 2019; Maity, 2019; Ruckenstein & Turunen, 2020). For example, according to research (Albert, 2019; Bongard, 2019; Chen, 2023), AI has the ability to immediately sort through resumes and rate the top prospects. Human resources workers can focus on more strategic activities, expenses can be lowered, diversity can be enhanced, and human weariness and bias can be decreased (Albert, 2019; Altemeyer, 2019; Meduri and Yadav, 2021; Chen, 2023). The ability for recruiters to reply quickly to applicants is a major benefit of AI in recruitment, as it greatly improves the candidate experience (Dickson and Nusair, 2010). Calls, exams, interviews, and meetings may all be automated using AI (Albert, 2019). Furthermore, AI's role in development and training can do away with boring but necessary activities like evaluating needs assessment surveys, planning training programs, or manually pairing instructors with students (Maity, 2019).

4.3 Enhanced use of human resources data

Artificial intelligence (AI) provides workers a technical edge by letting them do jobs that are beyond their human capabilities, according to the literature assessment. Some authors have shown that AI can do tasks that human HR professionals might find difficult without technology, such as predicting the severity of workplace incidents (Kakhki et al., 2019), intentions to leave an organisation (Albert, 2019; Sajjadi et al., 2019), and individual performance. Artificial intelligence systems can outperform human recruiters in terms of speed and accuracy when searching through various databases for potential applicants (e.g., LinkedIn, Glassdoor, etc.) (Albert, 2019). Therefore, AI shortens the time it takes to identify candidates, allows recruiters to focus on more important work, and increases the number and quality of available talent (Albert, 2019; Kshetri, 2021). Artificial intelligence (AI) helps human resources professionals base their decisions on quantitative facts instead of subjective personal opinions. Artificial intelligence (AI) may be integrated into software for analyzing video interviews to evaluate the fit between an individual and their organisation or position (Albert, 2019; Suen et al., 2019). AI has the potential to enhance the candidate experience while simultaneously decreasing instances of prejudice and discrimination (Albert, 2019; Kshetri, 2021). To be

sure, AI has the potential to greatly benefit companies by making better use of HR data (Meduri and Yadav, 2021).

4.4 Social and relational components of work are being transformed.

Potentially harmful effects on humans are among the expenses associated with implementing AI-assisted HRM (Dickson and Nusair, 2010). By eliminating human reviewers and replacing them with a transactional model, we run the danger of losing the nuanced analysis that is necessary to overcome technological constraints (e.g., unusual resumes) in the application process (Dickson and Nusair, 2010). When compared to interviews performed by humans, those conducted by AI are seen as less fair from a procedural and interactional standpoint (Acikgoz et al., 2020). Wesche and Sonderegger (2021) found that candidates had higher complaints about automated job interviews compared to automated screening techniques. According to research by Allal-Chérif et al. (2021), Kim and Heo (2022), and Weiss et al. (2022), chatbots might be considered impersonal, which could make certain applicants wary. Additionally, autonomous recruiting systems and humans may find themselves at odds due to AI's involvement in the hiring process (Chen, 2023). It appears that rules should effectively control the use of AI in HR in order to tackle these difficulties (Prem, 2019).

4.4.1 Collaboration augmented by artificial intelligence

Given the essential role that humans play in AI-supported HRM systems, there are chances to solve this topic by focusing on humans as the primary subjects of technology (Varma et al., 2023). From a multistakeholder viewpoint, we can see how AI will affect users (workers and supervisors) and deployers (i.e., decision-makers inside the organisation) in a variety of important ways (Langer & König, 2023).

4.4.2 Effects on personnel and supervisors

Companies can save money and make their employees happier by using AI instead of traditional HR to handle different management activities (Dutta et al., 2023; Norlander et al., 2021). This cluster aims to unravel the enigma of how AI generates positive personal outcomes. Some of the most important employee outcomes may be influenced by how satisfied workers are with the technology they use, according to recent research. Employees are more likely to show strong intrinsic desire to put in effort when they see the challenges of AI adoption as chances to adapt to the changing digital workplace, according to Liang et al. (2022). AI-powered performance feedback on organised activities, when compared to human managers, positively impacts worker output (Tong et al., 2021).

In particular, tailored human resource management strategies are linked to positive experiences like these. The goal of personalized human resource management (HRM) is to match HR procedures with the different values and distinctive features of the human capital employed, as opposed to one-size-fits-all methods (Bal & Dorenbosch, 2015; Taskin & Devos, 2005). AI now allows the application of human resource management strategies, previously reserved for groups of exceptionally gifted employees, to all employees (Malik et al., 2022). Through AI-mediated social interactions, managers may provide personalized considerations and experiences, something that could be difficult to accomplish in pure human-to-human interactions. One example is how intelligent assistants and robots may improve human-machine interactions, leading to better results for workers (Dutta et al., 2023). Artificial intelligence (AI) can enhance job performance by minimizing interpersonal rumination and encouraging employees to focus on task-related deficiencies while receiving poor performance feedback. These strategies might be helpful for employees who fear losing face (Pei et al., 2024). According to Malik et al. (2022), these results go beyond only attracting and retaining people; they also create pleasant experiences for employees, which in turn lead to behaviours like increased job satisfaction, stronger organisational engagement, and lower inclinations to leave the company.

Also, HR and line managers gain from AI systems since it helps them make better and faster decisions. According to Möhlmann et al. (2023), one AI-supported practice is the use of algorithms to manage platform workers. This practice is seen as a valuable tool for managers and employees to align their interests. In enhancing communication and collaboration between supervisors and workers, these algorithms are crucial. Because it can efficiently create information from diverse databases, AI technology may improve organisational knowledge-sharing skills, which in turn enhance productivity. For instance, according to Malik et al. (2021), personalized experiences and lower turnover rates are outcomes of talent

and multinational firms interacting with AI-based management techniques, which in turn improve knowledge sharing and social connections. Using AI, healthcare organisations may facilitate high-level information exchanges that help staff learn new things and become more productive. Organisational productivity may be enhanced by AI systems if they help employees enjoy their tasks more (Norlander et al., 2021; Tang et al., 2023).

Table 1 AI-augmented cooperation facilitates human resource management.

Clusters	AI-enhanced collaboration	AI-driven workplace	AI-enabled business models	AI-powered innovation
Keywords	Perceptions, involvement, contentment, dedication, trustworthiness, drive.	Human Resources analytics, equity, recruitment, attrition, ethics, data bias.	Gig economy, algorithmic oversight, platform employment.	The future of employment, innovation, knowledge, and creativity.
Subtopic and their foci	Personnel and Supervisors Artificial intelligence influences employees' favorable work experiences while intensifying psychological apprehensions around technology.	Effectiveness Artificial intelligence facilitates information retrieval and optimizes management procedures.	Algorithmic regulations It directs workers' actions using recommendation-based algorithms and regulates their behaviours via monitoring algorithms.	Utilisation Artificial intelligence promotes interactive, interconnected knowledge systems. Artificial intelligence facilitates the adaptable and efficient arrangement of current resources.
	Policy-makers Proactively and adaptively utilizing AI to enhance collaboration between technology and people.	Efficacy AI facilitates precision and impartiality in decision-making and forecasting future behaviours.	Workforce flexibility The strained connection between platforms and labour. Workers utilise diverse tactics in reaction to algorithms.	Exploration AI offers substantial prospects for business and service innovation.
Examples	Dutta et al. (2023); Liang et al. (2022); Malik et al. (2022); Pei et al., 2024; Tong et al. (2021).	Acikgoz et al. (2020); Bondar Ouk et al. (2017); Keding and Meissner (2021); Metcalf et al. (2019); Mori et al. (2024).	Dagnino and Armaroli (2019); Duggan et al. (2020); Möhlmann et al. (2023); Veen et al. (2020); Wood et al. (2019).	Ameen et al. (2024); Botega and da Silva (2020); Faraj et al. (2018); Mikalef and Gupta (2021); Philippart (2022).

4.5 Influence on strategic decision-makers

According to Langer and König (2023), the people who decide whether and how to use AI to improve current processes are known as AI decision-makers. This may be HR professionals or organisational deployers. Individual variations among leaders substantially impact their views towards technology adoption, making decision-makers in AI systems pivotal (Bhatt, 2022). Belanche et al. (2021) cite a related study that emphasises the need for deployers to acknowledge the distinctive and irreplaceable qualities of human workers, such as their empathy, dependability, and friendliness. There may be a lack of organisational justice when decision-makers consciously keep the system opaque in order to exert control over employees (Kellogg et al., 2020; Rahman, 2021; Ötting & Maier, 2018). The prospect of AI replacements is putting pressure on top-level deployers, according to recent studies. This is true for the majority of employees. Modern solutions are slowly but surely intruding on what has always been seen as the domain of human leadership, surpassing even the most basic standardized management duties. Therefore, managers must acquire both technical and management abilities to define AI's capabilities, as well as non-technical managing skills, such as being vigilant against AI biases and misuse and ensuring ethical decision-making, to handle AI systems integration.

4.6 AI-powered business strategies

The gig economy is seeing the use of AI technology powered by algorithms. By bringing together producers and consumers, the gig economy gives rise to a new kind of employment (Connelly et al., 2021; Wood et al., 2019). The gigeconomy has significantly shifted human resources practices, prompting the academic community to take note (Cheng & Hackett, 2021). Relationship building and nurturing with labourers and workers are no longer HRM's top priorities (Duggan et al., 2020). A platform that uses algorithmic control to direct employee behaviour is being reevaluated and reshaped instead by HR (Keegan & Meijerink, 2023). Employees react differently to algorithmic control and utilise different coping mechanisms as a result (Orhan et al., 2022). At its core, modern human resource management is concerned with regulating and coordinating the tripartite interaction between platform users, intermediary platform organisations, and gig workers.

4.7 Control algorithms that are enforced

To provide different affordances to workers, algorithms mainly use a variety of technical processes (Kellogg et al., 2020; Möhlmann et al., 2023). Guidance algorithms and constraint algorithms are the two main forms of algorithmic control, according to previous studies. Suggestions and recommendations are the meat and potatoes of guidance algorithms. By outlining the steps involved and allocating responsibilities, these algorithms control the activities that workers are allowed to do (Kellogg et al., 2020; Veen et al., 2020). In contrast to traditional methods of management, algorithmic recommendations often use data pattern discovery to provide workers with more specific suggestions and instructions for their workflow (Burbano & Chiles, 2022). For instance, sensor technology and global positioning systems monitor drivers and offer up-to-the-minute data like traffic and weather to help plan routes and avoid accidents (Abraham et al., 2019). In various contexts, an AI-powered recommendation system caters to workers' individual preferences and needs, increasing the adaptability of HR resources (Wright & Snell, 1998). On the flip side, constraint algorithms dictate what employees are 'not allowed' to do by limiting their access to organisational information and the amount of information that workers can access (Kellogg et al., 2020; Wiener et al., 2023). Because they usually respond and make judgements based on signals given by algorithms, workers' autonomy and discretion are limited (Leicht-Deobald et al., 2019). To efficiently organised short-term activities and promote market transactions, the online labour platform uses a revolutionary algorithm-driven business model (Alacovska et al., 2024; Duggan et al., 2020). The majority of HR management decisions are automated. Prescriptive algorithms, which are based on data modelling, can do more than just forecast outcomes to improve decision-making; they can also propose different actions on their own, letting businesses reap the most benefits from different outcomes (Leicht-Deobald et al., 2019). According to De Stefano (2015), Uber drivers who submit complaints would automatically have fewer orders sent to them, and there is a possibility that they might lose their driving rights or be removed from the site altogether. According to Wright and Snell (1998), automated decision-making improves HR's coordination flexibility,

which in turn allows for the efficient and quick implementation of HR practices that are in line with the strategic goals of the organisation.

4.8 Innovation Driven by Artificial Intelligence

Organisational innovation (Verganti et al., 2020), creativity (Mikalef & Gupta, 2021), knowledge capacities (Wang & Wu, 2021), and productivity (Del Giudice et al., 2022) are all boosted by AI adoption. By utilizing AI-enabled tools, organisations can strike a good balance between exploitation-oriented practices, which involve making the most of what already exists to improve employee experiences and customer services, and exploration-oriented practices, which seek to achieve the best possible strategic business outcomes (Simsek, 2009). Among the many recommendations for companies to succeed in the digital era, ambidexterity stands out as an essential quality.

4.9 The use of already-existing resources

Knowledge, an intangible asset of any company, is often considered the backbone of every successful marketing strategy. Knowledge-guided innovation and holistic decision-making have been greatly enhanced by AI technology, which has elevated knowledge management systems to new heights.

Botega and da Silva (2020) show that AI may help knowledge management choose creative and innovative strategies, which in turn encourages the creation of new goods. In addition, AI may effectively assist or even replace human decision-makers through integrated and interactive knowledge systems, enabled by the abundance of organisational knowledge resources (Duan et al., 2019).

In order for enterprises to run well, exploitative resources are essential, as is the careful distribution of other resources. The advent of AI allows for quick evaluations of the market and competitors, which boosts organisational flexibility and drives change (Teece et al., 1997). Enterprise cognitive computing, according to Tarafdar et al. (2019), increases the dependability and accuracy of results significantly by delegating routine and formulaic tasks to technology. Such improvement is achieved by integrating algorithms into applications that support organisational processes. Additionally, smart factories can accomplish autonomous and adaptable operations by using real-time data and AI (Ancarani et al., 2019). HR analytics powered by AI let businesses easily catch up to the competition in terms of skill sets and knowledge, giving them more leeway when it comes to managing their people capital.

Improvements or tweaks made to already-existing services or goods constitute exploitative innovation (Piao & Zajac, 2016). There is evidence that using AI in service-oriented businesses may improve customer service while reducing costs and optimizing resource utilisation. By working in tandem with people, service robots may quickly obtain consumer information and, in turn, create stronger relationships with customers and provide a better overall experience (Prentice & Nguyen, 2020). Artificial intelligence (AI), augmented reality (AR), and virtual reality (VR) all come together in the metaverse. It unifies an organization's cutting-edge tech into one platform, allowing for better use of resources and enhanced services (Wong et al., 2024).

4.10 The investigation of novel enterprises

To satisfy the needs of new consumers and markets, companies engaging in exploratory innovation create brand-new goods and services (Piao & Zajac, 2016). Artificial intelligence presents promising new avenues for corporate innovation (Fountaine et al., 2019). On the one hand, technologies such as geolocation, VR, and biometric identification present significant potential for service innovation (Wirtz, 2020). Robots in the service industry help businesses stay ahead of the competition by coming up with fresh ideas for services, interacting with customers in new ways, forming new alliances, and generating new income streams.

Conversely, technology integration has pushed businesses towards digital transformation, which in turn has allowed for the creation of new digital business models that contribute to the organisation's value creation efforts (Verhoef et al., 2021). One example is the use of mobile augmented reality (AR) by businesses to let customers experience products virtually. This is a creative way to increase customer engagement and happiness (Poushneh & Vasquez-Parraga, 2017). With recommendation algorithms serving as a globally accessible resource, businesses have an enormous blank slate on which to build groundbreaking new modes of operation. According to Ma and Hu (2021), TikTok is able to internationalize and restructure its economy in a unique way because its AI algorithm systems creatively use localized content resources to offer different products internationally.

Industry 5.0 is upon us, according to researchers, and companies are being led into it by the use of technology like humanoid robots (Del Giudice et al., 2022). According to Ameen et al. (2024), companies' ability to innovate and create new products and services is much improved when they have strong government backing and use AI skills and strategic agility. The potential of AI to promote innovation and enhance customisation within companies represents a significant gap in organisational research. Having strong leadership is crucial for organisations to succeed in AI initiatives, even though data-driven AI is the backbone of influential AI implementation (Brock & Von Wangenheim, 2019; Philippart, 2022). Transformational leadership (Yin et al., 2024) is a strategy solution that helps organisational members overcome perceived risks of AI and engage with it constructively. According to Odugbesan et al. (2023), organisations should be open-minded when considering future innovations in intelligent machines and embrace the uncertainties of technology.

5. DISCUSSION

Human resources experts are more legitimate in AI-related changes, according to this survey. To help businesses embrace AI, HR experts may provide training on how to use AI-powered tools and systems and work with other divisions (like IT) to integrate AI solutions smoothly. But if they aren't personally convinced of the advantages of the technology transformation, HR professionals may find it difficult to lead the charge due to their dual role as workers and HR specialists supporting management. We advise worried organisations to either create specialized divisions or make the strategic aim of AI adoption an explicit part of HR's mission, similar to how some corporations have started to allocate resources to organisational change management in the last several decades. Human resources professionals, organisational psychologists, information technology experts, and data scientists would all work together in these units. Adopting AI also gives HR pros a chance to use data-driven arguments to take on a more strategic role in companies. By using statistics that back up their claims (such as "50% of workers with unique skills will leave the company within 5 years"), they might persuade others to fund a certain HR activity (like training, for example). Human resources experts might also do research into potential AI solutions and assess their suitability for the company in terms of price, usability, data protection, and security, among other criteria. But this can only happen if human resources experts acquire technological knowledge, which is not yet commonplace.

The paper adds to the existing literature on HRM and AI by addressing several points of convergence. First, we open up new possibilities for future study in a variety of fields in response to academic requests for a more systematic examination of the possible advantages and disadvantages of AI (Grote et al., 2024; Raisch & Fomina, 2024). This analysis lays the groundwork for future research that will investigate the many ways in which AI-driven HRM adds value.

Secondly, we mapped out the theoretical terrain by comparing and contrasting the research applications of theories; this prompted the beginning of theoretical discussions that would improve our knowledge of AI-HRM (Pan & Froese, 2023). For future scholars interested in learning more about current developments and finding ways to expand theory, this conversation is a good place to start. (Zupić and Čater, 2015; van Eck and Waltman, 2010). There are a number of restrictions on this evaluation. To start, it doesn't include books, book chapters, or proceedings from conferences; only journal articles are eligible. The rapidly developing field of artificial intelligence means that most of the latest findings are published in journals, and conference papers are frequently subject to severe access restrictions. Secondly, our evaluation may have missed some pertinent technology-orientated papers on workplace management because of the multidisciplinary character of AI and HRM. Thirdly, due to issues with search and mapping technologies, we were unable to thoroughly examine certain seminal works in the field that were written in languages other than English; thus, we did not include them in our analysis.

6. CONCLUSION

In this age of artificial intelligence, our research offers a thorough review of the changing terrain of HR operations. In general, AI is changing the HR landscape by providing robust resources that boost HR pros' productivity, decision-making abilities, and workers' satisfaction. Artificial intelligence (AI) has the potential to become a priceless asset in accomplishing organisational goals when correctly used and balanced with human involvement. Nevertheless, it is critical to guarantee that AI is used in a responsible

and ethical manner and that it enhances HR rather than replacing human workers. A sustainable deployment of AI inside the HR profession and the people it serves is the objective. We end by urging researchers to do more empirical studies on the issue of AI adoption in HRM. Only then will we be able to help HR professionals, line managers, and workers successfully integrate AI into their organisations. Efforts to rein in AI and make it work for the greater good have opened up a wealth of new avenues for study. There are pros and cons to using AI tools, as there are to every technical advancement. While they may lead to better organisational structures and employee roles, they can pose ethical issues and make management choices more prone to weaknesses. This highlights the critical need of creating best practices and implementing responsible integration immediately. To adapt to the ever-changing nature of the modern workplace and business climate, we suggest that researchers keep a careful eye on AI technology developments in the years to come.

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