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**DARKSIDE OF ARTIFICIAL INTELLIGENCE (AI), IN HUMAN
RESOURCES MANAGEMENT (HRM).**

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ABSTRACT

DARKSIDE OF ARTIFICIAL INTELLIGENCE (AI), IN HUMAN RESOURCES MANAGEMENT (HRM).

Background: Globalization is making the world increasingly technologically oriented. Human Resources are viewed as one of the most important resources for any organization, making proper management of these resources a key administrative responsibility. AI has expedited organizational processes and activities that were previously completed by humans. Therefore, it's crucial to assess AI's darkside, which covers the general as well as specific, positive as well as negative effects.

Purpose: The purpose of this research is to examine how AI affects HRM, the roles it plays within it, and the discrepancy between AI's potential and actual applications.

Method: Over 800 potential respondents in Turkey were provided with a standardized questionnaire. The study was analyzed using a deductive research methodology.

Conclusion: The result shows that AI significantly impacts the Attitude of employees and the Operation of Human Resources (HR) functions. The most suitable influence on the implementation of AI in HR functions include motives such as Usefulness and Simplicity. The main benefit of AI in HRM is recognised as automation and routine task elimination, while some of the challenges are seen as the readiness of organisations and employees towards the adoption of AI, lack of adequate and appropriate data, algorithm bias etc.

Key Terms: *Artificial Intelligence, Human Resource Management, Algorithm, Innovativeness, Ease of Usage, Usefulness, Simplicity.*

Date: November 2022

SYMBOLS

α : Cronbach's Alpha

β : Standardized regression weight

ANOVA: Analysis of Variance

CFI: Comparative fit index

CMIN: Chi-square statistics

CR: Critical Ratio

DF: Degrees of Freedom

EFA: Exploratory Factor Analysis

H1 - H4: Research hypotheses

IFI: Incremental Fit Index

MSA: Kaiser-Meyer-Olkin measure of sampling adequacy

NFI: Normed Fit Index

P: Probability Value

RMSEA: Root mean the square root of approximation

SD: Standard Deviation

SEM: Structural Equation Modeling

SRMR: Standardized root means squared residual.

Sig: Statistical Significance

TLI: Tukey-Lewis Index

ABBREVIATIONS

AEA: Attitude of employees towards AI

AI: Artificial Intelligence

AGI: Artificial General Intelligence.

ANI: Artificial Narrow Intelligence

ATS: Applicants Tracking System

CB-SEM: Covariance-Based Structural Equation Modelling

EFA: Exploratory factor analysis

e-HR: Electronic Human Resources

EM: Ease of Usage Motive

HR: Human Resources

HRIS: Human Resource Information System

HRM: Human Resources Management

HRA: Human Resources Administration

ICT: Information Communication and Technology

IM: Innovation Motive

JIS: Jordanian Industrial Segment

JIS: Jordanian Industrial Sector

MSA: Kaiser-Meyer-Olkin measure of sampling adequacy

OAH: Operation of AI application

PU: Perceived Usefulness

PEOU: Perceived Easy Use

RPA: Robot Process automation

R&S: Recruitment, Enrollment, and Selection.

SCA: Sustainable Competitive Advantage

SM: Simplicity Motive

SMEs: Small Business Enterprises

TA: Talent Acquisition

TAM: Technology Adoption Model

T-HRIS: Tactical Human Resource Information Systems

UM: Usefulness Motive

URL: Uniform Resource Locator

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1 INTRODUCTION

Can machines think? The fundamental question of 1950 was posed by Alen Turning (computing machinery and intelligence in 1950), the objective of the question led to the imitation Games and the Turning test to distinguish the ability of humans and machines as regards intelligence. The invention of the computer raises stakes in the discussion of equating Machine, Artificial Intelligence (AI) with human intelligence, the pace of AI advancement has often been overestimated (Bostrom, 2014). However, AI currently has outperformed many activities considered to be too complex for any machine, nonetheless, human intelligence outperforms AI in a lot of simple tasks, given AI ability is best at recognizing schematic patterns in images and data, thus everything outside recognizing schematic patterns becomes a novel task to AI technology and beginning of its shortcoming.

Since the year 2000, artificial intelligence (AI) has established itself in most, if not all, industries. These include the following: healthcare, retail and e-commerce, food technology, banking and financial services, logistics and transportation, travel, real estate, entertainment and gaming, manufacturing, human resources management, and everyday situations. Artificial intelligence (AI) is employed as virtual support, to advance customer service, monitor and report on certain business operations, and to help facilitate consumer business transactions (Ivanov et al, 2017). Technologies based on artificial intelligence (AI) are transforming various industrial areas in a commendable way. According to McKinney's most recent forecast for AI's impact on the global economy, AI will generate \$13 trillion in global economic activity by 2030. Human Resources Management (HRM) is inclusive. There is evidence of AI-facilitated function/service delivery in Human Resources Management (HRM), ranging from the use of Social Media, Job Aggregators, and Applicants Tracking Systems (ATS) for the recruitment process, to the use of an Online Portal for employee engagement, to the use of software/application to set standardised tables and reports for performance evaluation, to the use of a predictive analysis model for training, to the use of a Bot to promote employee expression and participation. Thus, it is important to acknowledge the involvement of AI in HRM practice, which majorly focuses on human capital that influences organisation development.

Despite all of these advancements of AI in HRM functions, the full potential of AI across the board continues to grow and is far beyond reach. With today's and tomorrow's technology, it is critical to look beyond "What is," critically analyze "What Could Be," and consider the reality of "What Should Be". The purpose of this research is to examine how AI affects HRM, the roles it plays within it, and the discrepancy between AI's potential and actual applications. First, it is necessary to describe the probable consequences and actions of AI with reference to how it operates or functions in HRM. The second is to present a comprehensive picture of AI as resources that add value or detract from it, as well as its contributions to the experiences encountered in the Human Resources function.

2 GENERAL INFORMATION

2.1 THEORETICAL APPROACH

The purpose of the research is to examine the relationship between employee attitudes toward AI and how it is used in HRM practice and field. The two main goals are to determine whether the deployment of AI in the field of human resource management is significantly influenced by its innovativeness, utility (Usefulness), and ease of use. The second question is whether or not employees' attitudes on the use of AI in HRM tasks have a big impact on how well such functions work.

Significance of the Research

The research can help the organization's human resources department create a framework for using AI in human resources activities to satisfy the needs of employees and advance their careers. Additionally, the research's implications will result in materials for the library and a wealth of academic knowledge about the fields of study of Human Resources Management and Artificial Intelligence. Productivity may grow if AI's innovativeness, usefulness, and user-friendliness are improved for HRM functions.

Conceptual Framework and Hypothesis Development.

Independent Variable: Innovativeness, Usefulness and Ease of usage

Innovativeness of AI

The literature from the past has looked into the significance of AI innovation in HRM. Garima, et al. (2020) predict that the cost of human resource management (HRM) will reach \$30 billion by 2025. HRM experts may now carry out established procedures more quickly and easily thanks to technological advancements in artificial intelligence and machine learning. With its prompting effect discovered in AI's ease of use, AI systems have innovated the entire traditional HRM procedural method and practices. This innovativeness carries with it a lot of mild and substantial effects on HR functions. (Malhotra, Amla, 2017). AI uses complex algorithms to automate a variety of HR tasks, including data collection from business systems, information

dissemination to stakeholders, management of key performance metrics, and activity tracking. (Garima, et al. 2020). AI has the innovative ability to predict an employee's requirements, and it often uses these abilities to promote a high rate of employee retention and low turnover of talented employees within the organization. (Owais, 2018). With the aid of digital resources, big data analysis, cloud computing, and artificial intelligence are being made simpler in a number of organizational departments, including HRM. AI in HRM is becoming most effective by making use of software, machine, and system efficiently to achieve human-like intelligence in solving problems, creating solutions, or supporting individuals. (Gurinder, et al. 2020). According to Robert (2020), Professionals in both the HRM and engineering world According to Robert (2020), given AI's potential to significantly augment the human brain and hence greatly increase the optimal output of human society, professionals in both the HRM and engineering worlds foresee a boom in AI inventive capabilities by 2045. Given more significant facts and data, quicker processing, and better objective evaluation, AI with its superintelligence could liberate itself from human insights and arrive at different solutions than humans. (Robert, 2020). In scenarios like the one described above, there may be real-time conflict when human and artificial intelligence (AI) ideals are at odds. In order to compete for speed and accuracy, humans may have to give up their position of authority, while those who do so will outperform those who don't. In order to use AI in the HR sector, new job roles need to be recognized. Currently, AI is making a difference in the smooth flow of work by lessening the workload on HR professionals. (Rajesh, et al. 2018). How well can the innovativeness of AI drive growth and transformation in HRM? Will AI help bring about disruptive measures or destructive technology into the working of AI? These are the frontline questions driving the discussion into the future of AI in HRM as regards innovation.

The usefulness of AI

According to the technology adoption model (TAM), perceived utility (usefulness) and perceived user-friendliness have an impact on users' adoption or acceptance of new or disruptive technologies.

In recent years AI has been elevated to a top-notch consideration for organizations, where company management and Human Resources professionals are merging with AI for the promotion of HRM, the greater benefit of employers, employees, and future hiring. To advance

the working of AI, HRM professionals need to work in full cooperation to comprehend the power and potential of AI. (Vaishnavi, et al. 2018). The continuous improvement in workers' experiences and benefits continues to become evident and glaring to ignore as HRM works to fully comprehend how AI impacts their organizations. (Fraser, 2018). According to Prasanna & Kusuma (2019), AI is responsible for decreasing the HRM workload right from the beginning, from recruitment and selection to forecasting future staff needs and everything in between. AI is assuming a portion of the tasking component of HRM responsibilities so that HRM practitioners can concentrate more on the performance of employees, work-life balance, etc. Additionally, HRM strengthens and improves how employees see the organization. One of the challenges HRM managers confront is performance appraisal which is directly related to employees' performance, a pivotal indicator in deciding employee development and career path (Strohmeier & Piazza 2015). Nothing is without drawbacks, and a small fraction of people will always be adversely impacted by AI-based functions, capacity, allocated assignments, and performance. However, AI is significantly responsible for the improvement in the overall performance of the organization. (Huang & Hayat, 2019). However, the question remains, looking into the future, is the usefulness of AI guaranteed? If so, will the usefulness always deliver the most benefit and the least adverse effect?

AI Ease of Usage

In the US and the UK, 80% of workers agree that possessing AI abilities will help them to assist their employer. (Sirisha, 2019). AI continues to make an impact with its ease of usage in areas such as HRM Strategy and Employee management, investigation of corporate compliance, analysing of company policies and practices, automated workforce, managing payrolls, analysing performance, and other related. (Jatoba, et al. 2019). With less human involvement, basic HR tasks are being replaced by AI. According to Garima, et al. (2020), 62% of organizations are soon projected to follow 38% of organizations in automating the functionality of their workplace with AI. AI takes care of monotonous tasks so that staff members can focus on more crucial and urgent duties. (Vaishnavi, et al.2018). AI is efficient in delivering at record speed with efficiency and accuracy with its ease of usage. However, it is challenging to fully and further automate AI Technology without human input or supervision due to its inability to think pertinently and its propensity to fail catastrophically when faced with fresh conditions or novel

situations (Robert, 2020). AI ease of usage benefits can rightly be seen in smart recruiting, ease out screening and interview process, onboarding experience, data security, transparency, etc. (Amla, & Malhotra 2017). How successfully can employees adapt to using HRM AI applications? Will there be a smooth transition from the current state of using AI apps in HRM to a higher level?

Mediator: Attitude of Employees towards AI in HRM field.

Users' preferences when utilizing particular technologies and devices are referred to as their attitudes (Park et, al. 2013). The intrinsic tendency to react favourably or unfavourably to an object is known as attitude (Ajzen, 2012). TAM stands for the attitude of users, which is greatly influenced by perceived usefulness and ease of usage (Davis, 1989).

According to the aforementioned information, the research hypotheses H1, H2, and H3 concerning AI application and the attitude of employees towards AI in the HRM field are formulated as follows:

H1: Innovativeness had an impact on the application of AI in the HR function.

H2: Ease of usage had an impact on the application of AI in the HR function.

H3: Performance had an impact on the application of AI in the HR function.

Dependent Variable: Operation of AI in HRM function.

According to (Ulrich, 1997) information technology will bring about changes to the process of doing business and especially in Human Resources Management (HRM). HRM uses AI in several ways, including rapidly changing workplaces and HRM. AI is often referred to as data that algorithms get to process to make a decision (Ganeshan, 2020). Artificial intelligence (AI) is a development of technological instruments that have been created to feel, think, plan, and carry out tasks that improve human performance without being hindered by work (Gerima et al. 2020). Operation of AI systems is categorized into several major forms namely; Virtual Assistant (This is an emergence of a new world), Augmented view (Adding a virtual object to

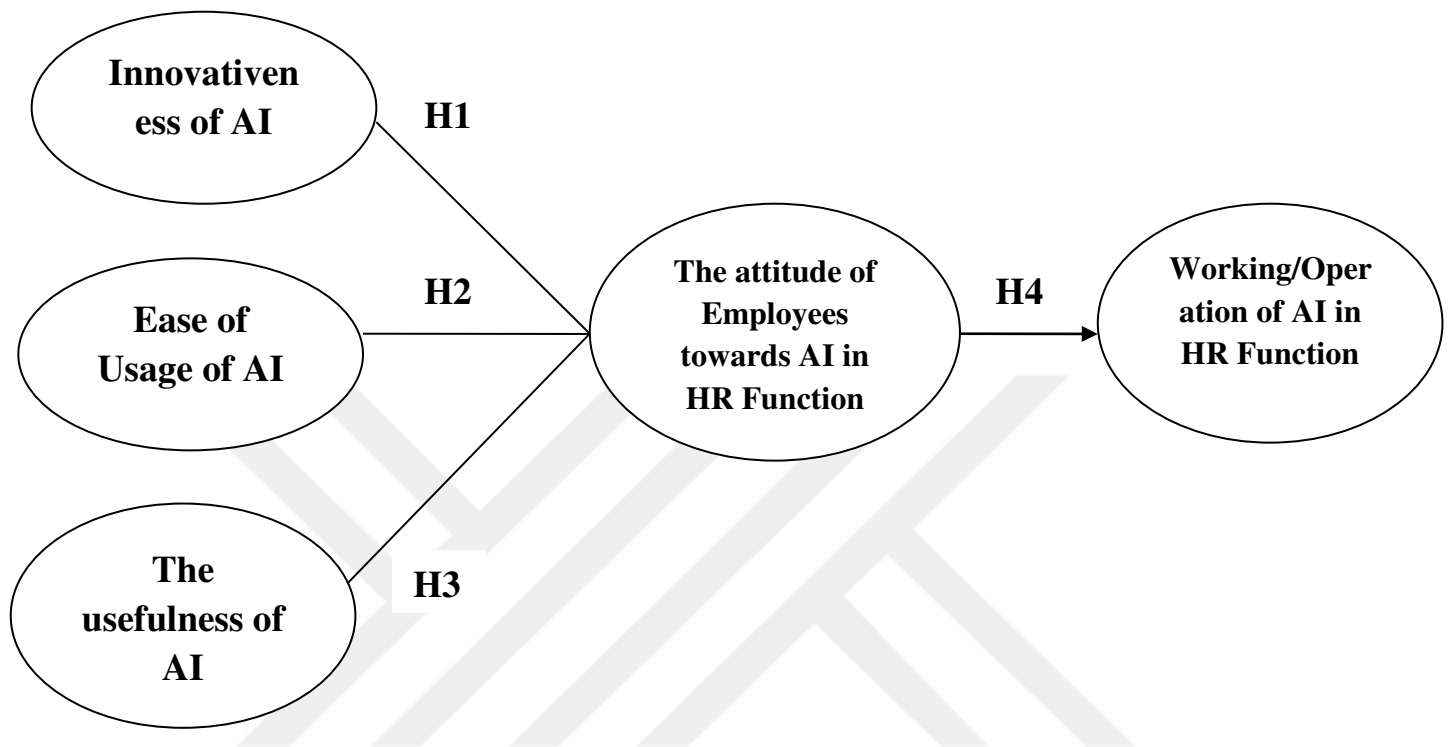
real mix with real-world reality), Machine Learning, Cognitive computing (an important platform needed to understand AI), and prediction analysis (increase digital and data-driven presence) (Neeti et al. 2020). AI in HRM has brought about significant organizational benefits and the applications of AI in the field of HRM, notably among such applications are; Algorithms, BOTs and Voice Recognition, a Narrow-Based AI function best for putting together information or data in the HR space like verifying information/data and resolving related backend problems (Gerima et al. 2020). AI uses both past and present data to ensure effective and efficient operations and to play vital roles in the management of employees in a positive work environment and less abusive corporate environment.

In light of the information above, research hypothesis H4 is as follows with reference to AI and how it functions in HRM:

H4: The attitude of employees towards AI had a significant impact on the application of AI in the HR function.

The conceptual model for this study is represented in Figure 1, which depicts the connections between the numerous assumptions. Davis' theory served as the basis for the conceptual model known as the Technology Acceptance Model (TAM) (1989). TAM demonstrates how several circumstances have an impact on attitude and how attitude affects how things are done. The aforementioned data supports the relationship between the variables.

Figure 1 The Conceptual Model



2.2 LITERATURE REVIEW

2.2.1 Artificial Intelligence

The capacity to comprehend emotional knowledge, use logic, and accomplish challenging tasks is referred to as intelligence (Tegmark, 2017). Artificial intelligence (AI) is a technique used to enhance performance. According to Grewal et al. (2021) AI is the system's capacity to effectively interpret external input and channel it to fulfil specified goals and activities through flexible adaptation. 1) **Artificial Narrow Intelligence (ANI)**, which is used to tackle just specified tasks based on rules and algorithms, is one of the two primary types of AI and outperforms human-level intelligence. It is the type of AI that is currently in use and is thought to be less powerful. The chatbot or assistant bot that helps or aid service personnel craft firm responses to customer request operates within the realm of ANI. 2) **Artificial General Intelligence (AGI)** entails "learning how to learn" where unstructured data can be used to solve complicated and complex tasks (Grewal et al, 2021). AGI is not readily available but rapidly

becomes feasible, and has the potential to cause extensive displacement of jobs, due to its disruptive technology nature.

In general, through AI, an organisation will become more productive, effective and efficient in its operations, and also get rid of mundane tasks that could slow down the organisation's pace of progress (Balu et al, 2019).

2.2.2 Human Resources Management (HRM)

Although HRM has many meanings, they all work best together, complementing each other. Storey (2004) defined HRM as the effort to manage an employee to retain a workforce that is capable and dedicated in a variety of areas, including structural, cultural, and personnel, in order to give the organization a competitive advantage. Schemerhorn (2001) defined HRM as the capacity to assemble a staff that is talented enough to accomplish the current company goals, purpose, vision, and objectives. The process that includes hiring, training, and managing new hires as well as fostering employee development is known as HRM practice (Wall & Wood, 2005). There is a concentrated focus on retaining new employees with a striving zeal to keep their satisfaction level high, since human resources is an integral part of an organisation, human resources are dynamic and synonymous to change thus, the need for adequate management by the organisation (Bibi, Pangil, & Johari 2016). Over the years the roles of HRM have broadened beyond the management of an organisation's internal cost of labour (Becker & Gerhart, 2017), according to Youndt, Snell, Dean & Lepak (1996), even manufacturing companies need an infusion of innovativeness into its HRM practices to earn comparative advantage and better performance. As a result, contemporary research looks at HRM as a strategic asset to an organization since people are considered as value-created resources and a vital internal asset, and their recruiting, onboarding and management play a crucial role (Bas, 2012).

For the context of this research, human resource management (HRM) will be referred to as the procedure for acquiring new and updating existing skills, training, evaluating, and compensating employees using various management techniques that also ensure fairness, labour needs, and employee safety at work.

2.2.3 Technology enhances Human Resources (HR) practice on the verge of AI

Globalisation is changing the phase and the Modus Operandi on how business is being conducted and how an organisation is being operated. In the present age, organisation competition has been elevated to a global level with the help of technology and Artificial Intelligence (AI), the world is getting smaller and the phrase local competition is gradually fading out. This implies that if an organisation wishes to stay competitive in today's economy, they have to collaborate with AI and Human Resource (HR) transactions for its development. (Garima, et al. 2020). According to Prasanna & Kusuma (2019), the responsibility of human resource management (HRM) is primarily focused on hiring, training employees, managing compensation and benefits for them, evaluating their performance, and motivating them to work hard within the company to accomplish maximum productivity in order to achieve the organization's goals, objectives, vision, and mission.

HRM has a multitude of AI-adopted software and application used to make organisation performance more efficient thereby creating a medium to effectively manage and utilize the human resources concerning their social, physical and mobile situation. In recent times the integration of AI in HRM is omnipresent in virtually all aspects, spheres and stages, which has brought about a physical and virtual experience that has fostered novel experiences for both employers and employees alike. The introduction of AI has provided the opportunity for the instant collection of information for better interaction within the organization, through a medium like cloud computing, thus giving room for the co-creation of AI applications and software that is needed and can flourish and strive in the HRM space. Human Resource Professionals, operate in a dynamic, ever-changing landscape both in respect of human resources and technology, thus there is the need to focus on innovation, ease of usage, experience, value, and performance. Organizations need to create experiences and activities that strengthen their value, not to only distinguish them from competitors but also to address the goal of being productive and operating for an indefinitely long span of time. Moreover, AI can increase efficiency and performance by supporting decision-making processes, reducing costs of operation, supporting employees and employer navigation, etc. The application of AI in HRM made a remarkable difference in recruitment in the year 2018, especially among professionals (Upadhyay et al. 2018), where AI

was used as a technique to seamlessly extract information from résumé in the face of the growing number of jobs applicants that was becoming increasingly overwhelming for the HR department. Likewise, the AI base ranking help collect information about applicants' personality which is vital to getting the job done and filling the position (Faliagka et al. 2012).

Starting with Operation, Data generation, Machine learning, and Decision-making, the life cycle of an AI-supported HR practice begins.

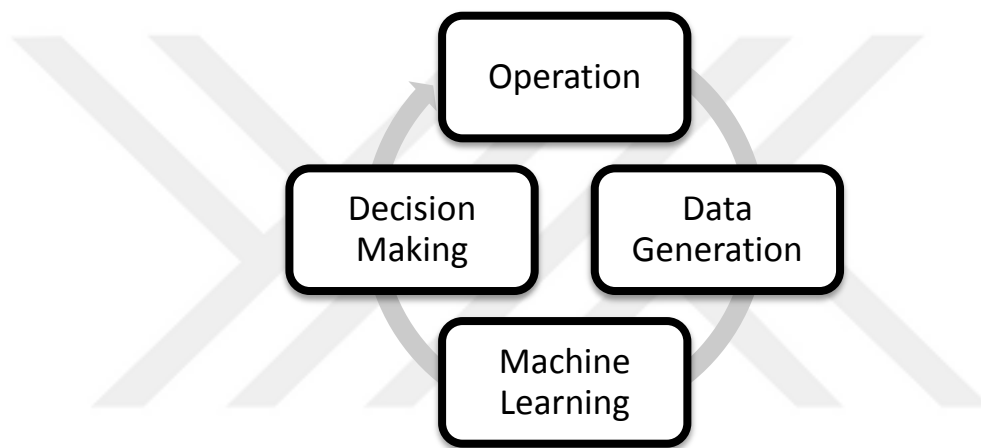


Figure 2 The AI life Cycle of AI-supported HR practice

2.2.4 The bright Side of AI

On the bright side, a lot of AI applications are thought to be beneficial because they help organizations perform better or human resources become more effective. Practice is examined below, the life cycle of AI-supported HR using the AI bright side as a lens of analysis.

Operation: Operation includes phenomena of interest, such as how a company selects its staff. Is the best applicant is being given the job; do organizational procedures improve work performance; etc. It's vital to mention that using AI technologies in HR is necessary because HR performs a variety of procedures that cost a lot of money (money). According to the Tax Foundation (2021), in the United States, in the year 2020, 68.9% of net income was spent on labour as opposed to capital, which accounted for 31.1% of capital shares

(<https://taxfoundation.org/labor-share-net-income-within-historical-range/>). A list of regular operations in Human Resources with a prediction task that works with AI-fueled workforce analytics are as follows: **Recruitment** (identify possible candidates, persuade them to apply, to create a pool of candidates) the AI-fueled prediction task is Are we attracting good candidates?; **Decruitment** (proceed to reduce/downsize the organization's workforce) the AI-fueled prediction task is Are we retaining the best employee and letting go of the least effective?; **Selection** (choosing the candidate to obtain a job offer) the AI-fueled prediction task is Are we hiring the most qualified candidates?; **On-boarding** (introducing employees into an organization) the AI-fueled prediction task is Which practice/medium/measure makes a new hired-personnel productive faster?; **Training** (facilitating employees' needed skills) the AI-fueled prediction task is Which interventions are most beneficial for which candidates, and do they result in improved performance?; **Performance Management** (discovering good or bad performance) the AI-fueled prediction task is Do our procedures and work conditions lead to better job performance?; **Advancement** (agree on who gets promoted) the AI-fueled prediction task is Can we predict and identify the candidates who will do their best in the new positions/roles?; **Retention** (forecast the turnover and retention rate) the AI-fueled prediction task is Can we manage employee retention by identifying those who are most likely to leave?; and **Employee Benefit** the AI-fueled prediction task is Can we identify the benefit that matters to employees so that we can provide it to them, know what to offer them when they have a choice, and understand the impact of the benefit? Do they result in gains in both hiring and keeping employees?

Each of the aforementioned administrative tasks has a basic impact on how well an organization performs in terms of particular offices, jobs, and job functions as well as written instructions, job requirements, rules for how work should be done, and how different parties interact. Volumes of data in the form of text, recordings, and other conceivable media are produced as a result of the operation of the aforementioned administrative work.

Data Generation: As earlier stated the Operation often produces volumes of data. Just as operation move into the virtual space with the help of AI, output from Operation are also in form of a digital state and digitally stored thus it creates a reliable and traceable pool for generated data

on digital activities (database), such as using the Applicants Tracking System (ATS) to build more effective recruitment algorithms.

Digital exhaust, Applicants Tracking Systems (ATS), Human Resource Information Systems (HRIS), Electronic Human Resources (e-HR), and other data generation methods all require the extraction of data from numerous databases, conversion to a particular format, and aggregation of that data before it can be combined and analyzed as a whole. Organizations are now able to digitally process, store, and distribute information about human resources to both internal and external stakeholders as well as internal and external stakeholders (Bilal, 2021).

Machine Learning: In order to create algorithms that are more effective at a task, machine learning uses approaches that can access, adapt to, and learn from data (Balu et al, 2019). Machine common application is more of the supervised application that allows a data scientist to build algorithms, find out what metric to access the algorithm's accuracy and eventually, train the algorithms in respect of performance using training samples. Logistic regression and random forest are commonly used prediction algorithm that infers results from statistical correlation among observed variables. Model quality is important when making use of prediction algorithms, it starts with the development of the sample until an acceptable point is stabilized, and the final point is to run the model through a test sample to affirm its accuracy. Algorithms have proven to be effective in hiring because they may create a statistical correlation between particular application traits and future job success. According to Lee et al. (2015), "Algorithmic Management" entails the use of algorithms to "nudge" both employees and contractors in the direction of the employer or contractee through the use of incentives and other instruments. Presently, Algorithmic management is a popular way of making a recommendation in various organizations. IBM, for instance, uses an algorithm that recommends training for employees based on the experience of similar employees; Netflix, Youtube and Instagram to mention a few, are all international organizations that make use of an algorithm that recommends content based on consumer preference; Also, Alibaba and Amazon, are big e-commerce corporation that makes use algorithm to recommend a product based on purchasing or browsing history.

It needs to be noted that algorithms and traditional mediums utilized in Human Resources differ in their approach. Industrial psychology has always placed a strong emphasis on human resource decisions, study hiring, and study selection. To demonstrate a link between individual predictors and job performance, different explanatory hypotheses will need to be investigated. Researchers in industrial psychology choose a hypothesis to test and pair it with the relevant factors. The hiring process is highly customized, producing results one test at a time, such as establishing the relationship between test results and performance on the job. In another effort or exercise, establishing the relationship between education level and performance on the job is then done, and the process is repeated until the desired level of satisfaction is reached.

Machine learning operates counter to the creation of a single algorithm that can employ multiple factors to produce its outcome. The chosen variable may not even be found in the theoretical literature on the subject, and the researchers are not required to establish a link between the chosen variable and the anticipated result. Machine learning has many benefits, including its capacity to develop a better prediction platform and use fewer methods of providing evidence for specific hypotheses. One of these benefits is its acknowledgement and analysis of non-traditional aspects.

Decision Making: The third step, decision-making, concentrates on how the knowledge gained from the machine model is applied to routine tasks. When making decisions in the area of human resources, managers today have more freedom to integrate empirical data from data science with AI than they did in the past, when large corporations were forced to standardize procedures like recruiting across the board.

The management now has the freedom to use or disregard the evidence related to the projections, allowing them the power to apply their own judgment and, if necessary, to create their own data.

2.2.5 The Dark side of AI

It has been simple to revel in the ecstasy of promises of AI obscuring and possibly subduing the dark side over the past ten years. The dark side will be discussed in the context of the AI life cycle in order to be clearly defined.

Data Generation Stage: Given that job requirements are broad and frequently interconnected with those of other employees or even interdependent, the performance of an employee is frequently inseparable from the performance of the team or group (Pfeffer et al. 2006), coupled with the biases associated with it it is first necessary for an organization to define what constitutes a "Good employee" or a "Bad employee." To put it another way, it will be extremely difficult and difficult to gauge performance, which forms the basis for many HR decisions, without a defined metric or means of what it means to be a good or a bad employee.

It's important to note that not all HR actions, and consequently not all practices, leave digital traces that can be captured, and not all traces that are left behind can be mined and transformed into a usable format of data at a reasonable cost. Examples can be seen in a situation where employers are unable to track the method by which applicants approach them, such as whether it's through job fairs. Also, the inability of the employer to track what brings about applicant interest and commitment to apply. Oftentimes, most employers collect limited applicant information especially as constrained by their available resources and often discard and delete data of applicants screened out especially to free up storage space. These choices greatly affect the analysis and scrutiny that can be employed and the conclusion that can be derived (Prasanna et al. 2018). HRM unlike other fields such as accounting doesn't have a standard variable that employers look to gather and retain in their Human Resources activities and operations (Prasanna et al. 2018), which greatly affects the ability for the best analytics to be utilized and spread across the organization. Thus, both the usage and performance of AI in HRM are greatly affected.

When it comes to data generation, employers need to know that there is never a perfect measure of performance, thus employers will do well to choose a reasonable measure, and derive the pattern and changes involve therein than embarking on endless tinkering with the system to find a perfect measure. Also, small data brings about deep-seated concerns for human resource analytics. In the year 2019, the USA has 30.7 million small business enterprises (SMEs) that represent 99.9% of overall business that had 59.9 million employees (<https://cdn.advocacy.sba.gov/wp-content/uploads/2019/04/23142719/2019-Small-Business-Profiles-US.pdf>). Thus, the majority of businesses are SME that does not have a large number of

employees under their payroll, they get to do few hiring, fewer performance appraisals and gather limited data from their current workforce, which might not be sufficient enough to apply AI or machine techniques. In contrast to predictions made from correlations among observed variables that occur with machine learning, literature research has shown that larger data have greater potential in terms of predictive accuracy regarding machine learning (Fortuny et al. 2014). The best that can be made out of small data is to identify the relationship to answer questions about specific hiring criteria.

According to Pearl (2018), the issue of causation is fundamentally important for the future of AI in human resources because the less data we have access to, the less we can learn from data analytics, and the more we must rely on prior research and theory that largely lacks the use of AI software and applications (data analytics) to identify causal predictors of the outcome of interest. Assumptions must be established by managers, who must then convince other stakeholders of their appropriateness and accuracy—possibly using data and empirical analysis—before developing and deploying AI software and applying it to specific HR practices. Consensus on assumptions among stakeholders isn't always forthcoming or easy to achieve especially, in a formal process where there is large disagreement on unplanned or unintended contributors to the outcome of interest (HR task), in situations like this generating additional data to randomly experiments the discovery of unintended contributors or causal factors. Once, experiment, discussion and persuasion fail to achieve consensus on assumptions among stakeholders, then AI analysis will be less productive, and more counterproductive and should possibly be postponed till a later date when more data is available. Thus, it shows that the operation of AI in HR practice somewhat relays on the working of the traditional medium of HR practice to operate optimally and efficiently.

It has to be noted that using vendors is an avenue for generating additional data to build algorithms. This kind of approach has often been adopted in traditional HR practice in the situation of standard paper and pencil selection tests, to be able to harness the scales to establish a predictive model of test performance. In the case of AI, the majority of organizations and businesses are forthcoming and eager to provide data access for the aforementioned exercise in exchange for access to the models and benchmarked comparisons (Prasanna et al. 2018).

Employers must understand their environment or context in order to assess whether an algorithm developed using data from other sources would be useful and sufficient for prediction within their business or organization. Also, employees' responses to data collection can be biased depending on how they feel the data will be made use of, which is a major worry for HR analytic efforts. In search of authentic information or alternative source of data, employers are looking and searching through social media because they believe employees tend to be more authentic in such space, this information gotten from social media (including LinkedIn profiles) is often used for hiring purposes, where the appropriateness of applicants for the job, evidence of bad behaviour, applicant flight risk potentials and others will be looked into. Some organizations, including banks, take things a step further by keeping an eye on and analyzing email data for signs of dishonest behavior and occasionally reports of harassment. Some employers even go so far as to utilize Natural Language Processing techniques to analyze the language and tone that staff members use while posting to the firm's internal message boards in an effort to identify or anticipate staff members who have a high likelihood of leaving the company or resigning. The utilization of natural language processing tools brings about several challenges in the workforce, for example whenever employees discover that their posts are being monitored and analyzed, it greatly influences what they chose to post and how chose to post them. It also brings about the question of employees' infringement of privacy, do employers have the right to monitor and analyze employees' both online and offline posts, emails, archives, documents etc? Is it ethical? If it is right or ethical, to what extent? Regarding data persistence, data repurposing, and data overflow, all of them fall under the privacy preview (Turker, 2017). Data can persist beyond the time it was gathered or generated, and its author or originator may decide to use it by employers for any unforeseeable purpose. For instance, words shared in an email with coworkers can be used by employers to declare or predict an employee as a flight risk. Data of one individual can unintentionally affect others, in a situation such as the creators' or originators' friends tagged in posts and photos (Prasanna et al. 2018). Regarding privacy, it should be noted that employees must abide by government regulations and laws, rules like "The Right to be Forgotten," which mandates that businesses meet specific customer demands so they can erase customers' digital traces after a certain amount of time, or regulations like the EU's General Data Protection Regulation (GDPR), which requires a thorough examination of data privacy in the current digital age (www.eugdpr.org). Through the application of the data analytical technique of differential

privacy in the creation of algorithms, computer scientists are actively working on technological solutions for data privacy. Here, the data gathering is carried out in a randomized manner that does not reveal any personal information but instead extracts pertinent facts about the population (Prasanna et al. 2018). As a result, data analysts do not know whose data they are using in their study or whose data are being replaced by noise, but they do know the noise-generating process that they employ to estimate the model. The issue with leaning to email traffic and social media for accurate information about candidates and staff is that it is unclear how accurate these statistics are or to what extent they are accurate. Indeed, the average person does not initially populate or shape their social media with the intention of luring employers, but rather, the entries or posts made by an average person on their pages are more social, entertaining, positive, and less striving during difficult times. Entries like vacation posts are more frequent than laundry posts, even though the average person actually spends more time doing laundry than taking vacations (Prasanna et al. 2018). Also, once employees know that their entries are being monitored the nature of information posted will change to more of self-improvement, self-achievement and more of self-promotion within range and sometimes overly exaggerated. Another effort to get authentic data by employers is the use of gaming applications such as Knack, Gild and True Office for training, performance appraisal and recruiting, with gaming employees and applicants don't have ready knowledge of how to spin their responses, so company such like JobTestPrep have device means to help employees and applicants to awesomely well on the selection game (Bloomberg J. 2018). Generating and collecting authentic information from an applicant will always be tasking and full of challenges because of employees' and applicants' ability to game such effort, thus it becomes a huge problem since several HR practices rely on this set of data.

Machine Learning: Machine learning algorithm has been seen to be well performed when it comes to HR tasks, such as hiring than what has been employed or obtained before. In contrast to the past, when significant indicators like personality and IQ scores were recommended, few businesses feel that HR hasn't done much to assist them because those factors don't necessarily transfer into job performance. The errors present a significant potential for data analytics and AI to improve since they are not constrained by having to produce results one at a time, like a personality test. However, employers frequently turn to vendors' communities to

make use of their algorithms that have been built based on clients' firm best performers that they have identified. As previously noted, generating and collecting good and authentic data can be so challenging and formidable an obstacle to building algorithms (Prasanna et al. 2018). For instance, HireVue is a hiring platform that helps employers (clients) conduct video interviews, in the execution of her duty, HireVue makes use of algorithms based on the reading of the facial expressions captured by the applicants on the videos. The aforesaid algorithms are trained with data on the top performance of client firms and job applicants, accessing applicants' expressions based on their similarity with expressions the algorithms are trained with (Prasanna et al. 2018).

Is facial expression a great predictor of job performance? If yes, to what extent? Some scientists are of the school of thought that there is no basis to expect such a relationship between facial expression and job performance since almost nothing in the up-to-date research on humans has in a concrete way supported and correspond to this. Often time, Machine learning models and data scientists rarely care about the reason behind such a relationship; if any exists and how much it corresponds with knowledge of our research on humans. A good machine learning model starts with selecting dependent variables by examining only the top performances of client firms and job applicants, to capture their data accurately but this doesn't in any way certify that the data and attributes identified are distinct from that of others as regards facial expression and job performance. It can be argued, that we shouldn't rule out the logical possibility to have a scenario, where the facial expression of a good performer and a bad performer in a particular situation is similar, since all there is, is a critical examination of one group of data, that of a good performer and not that of both groups which will include data of the bad performer. Moreover, human expressions are dynamic and can be individually distinct.

The use of a machine learning model with algorithms in human resource management is challenging. For example, in hiring, once a sample of a good performer is generated in the learning aspect of the machine learning model, other candidates or applicants that aren't chosen by the algorithms are screened or drop out, leaving behind the opportunity to test whether other attributes can be a pathway for better performers or otherwise. Put differently, the machine learning algorithm suffers when its ability to keep learning is restricted or limited in scope, such as the algorithm used to make hiring decisions. As a result, the operation of a machine learning model does not provide a path for the comprehensive working of all attributes and available data.

To be able to determine whether candidates or applicants who are screened out or do not satisfy the criteria, continue to perform poorly or move in the opposite direction to perform better, it is necessary to occasionally deliberately fail to employ the built algorithm.

It is more difficult to ignore or turn off one criterion or variable since machine learning algorithms are built on a foundation that manages several variables working together in a single model. Because these variables work together uniformly, any switch-off will turn the entire model off. In essence, this issue has an impact on selection. Selections may produce the collider effect, a fictitious association between worker characteristics used in epidemiology and data research (Pearl 2018). It occurs when samples are chosen in a way that limits the range of variables. For instance, a company that bases its hiring standards on college grades and conscientiousness test results may find that candidates or applicants without strong academic credentials or high test scores are not selected for recruitment or employment. However, when a specific firm looks at the association between college grades and conscientiousness among their employees, the relationship is negative and heading the other way, even though it reads positive in a larger population (Prasanna et al. 2018).

Since there is no one measure that fits the data perfectly, a number of modeling process components may also prove to be difficult. A case that serves as a good illustration happens in Broward County, Florida, where judges had the chance to utilize a machine-learning algorithm to decide whether to release someone on bail who was charged with a crime. Data regarding parolees who broke their parole terms were used to train the algorithm. The difficulty with the data used was that the majority of people in the dataset were white; as a result, the algorithms were heavily reliant on data regarding white parolees. The algorithm correctly predicted that the rate of recidivism would be the same for both whites and blacks; but, when the system misses and fails to predict appropriately, the prediction is far more likely to be incorrect for blacks than for whites (Spielkamp 2017). The issue highlights the algorithm's inability to operate efficiently on several measures of fit.

Decision Making: Fairness and legal concerns are two significant obstacles that decision-makers must overcome when trying to apply machine learning predictions. When an

algorithm is backwards-looking, like when there may be historical discrimination features in the data used to create a recruiting algorithm, the model is likely to provide biased outcomes that are out of proportion to the facts. This kind of algorithm runs the risk of recreating the demographic diversity—or lack thereof—in the historical data in the judgment it makes. Even though sex is not an active variable or attribute in the candidate dataset, the hiring algorithm for Amazon was selecting out or screening out women because of attributes of women like taking women's studies courses or requesting women needed benefit. This was due to biased historical data that showed that men had higher performance scores and fewer women were hired in the past (Maude, 2018). Evidence from organizational learning studies and the HR environment suggests that interviewers and evaluators frequently render judgments that are frequently unreliable and substantially influenced by their bias. By standardizing the application of criteria to results or outcomes and by removing irrelevant performance-related information that could have a significant impact on the hiring manager's decision, algorithms reduce bias. Examples of such information include the candidate's sex, race, and other factors (Cowgill, 2020). The algorithms' predictive power may be increased by elements that frequently seem unsuitable or irrelevant, such as social standing or the organization's (or company's) brand awareness. It is still not quite obvious how to strike a compromise between the trade-offs between the proper factors that should be taken into account and the best possible performance of predictive power.

The adverse impact of wrongful decision-making in HRM is of high danger, the adverse effect on hiring is not spared, noting that employment and its decision are of high importance to employees/candidates, employers and society at large. The importance of employment decisions for all is what has brought about the extensive legal framework in countries like the USA, Canada, the European Union etc to guide and protect those decisions from any possible underhand dealing or discrimination. Possible discrimination that could be a witness is that of individual demographic attributes being the factor why considerable adverse action is taken or melted upon such an individual. The adverse impact of such discrimination on employers' decisions will produce fewer occasions of good outcomes (such as hiring, promotions, etc) and/or an increasing occasion of bad outcomes (such as dismissals, Attrition, etc.) than the outcome that will have come to be if discrimination has been done away with and base rate adheres to.

In respect of the use of AI, machine learning, and algorithms to predict future outcomes, the possible problem is the notion of adverse effects. It must be demonstrated that the employment of algorithms in the decision-making process predicts the desired results and, furthermore, that no other process or method of decision-making would produce predictions that are at least as accurate as algorithms while having fewer negative effects. These legal checks present significant challenges for hiring choices that are helped by algorithms. The first objective is to ascertain whether they have a negative influence by looking at the relationship between any characteristics of protected groups (affirmative action) and the relevant outcomes, such as Does it reduce the score for people of a certain race or sex? Does it give traits that are disproportionately associated with women lower scores? This is what is known as an analytical task for algorithms.

The option of letting the supervisor make the call on employment decisions without a framework guiding the process is an open avenue for far more bias to thrive and possible adverse impact than what the algorithms present. Contrary to what could occur when a company uses a broadly acknowledged hiring algorithm, the bias of unresisted supervisors making employment decisions can be difficult to hold accountable due to a lack of systemic structure and distinction in individual hiring behavior. The primary question is whether companies would make a meaningful effort with a risk to the law to decrease bias. Algorithms for recruiting frequently generate a result at a greater rate, making it easier to uncover bias. In these cases, how will the court evaluate the evidence relating to algorithms? Priority is very low and there are still many undefined places in this. In HR decision-making, how far can the algorithms be tested to identify bias? Can we build different hiring algorithms, for instance, a different one for hiring men and a different one for hiring women? The challenges of using algorithms in such a way will start from how to compare scores produced by these two different models, also it will have to face the legal frameworks that have been built to fight against any form of segregation, discrimination and separation, thus it will be hard to treat demographic groups differently. What might be the fundamental tradeoffs between the pursuit of accuracy and the fairness in decision-making that are brought about by the deployment of HR machine learning (Loftus et al. 2018) remain a question for HR? In HRM, using algorithms to make decisions about who gets paid what and who gets employed is becoming more and more commonplace. Who will attend the training?

Who will get a promotion? However, the outcomes from the application of algorithms extend farther, including decisions about whether employee should be censured or disciplined. Algorithms that make a meaningful contribution to predicting the future will almost inexcusably be used for deciding not just the benefit but also the vice such as whom to lay off. Or use it to predict who will commit a crime or steal company resources? Thus, promoting a possible situation of thinking less of employees, creating a less conducive working environment and enabling a breeding space for counterproductive work behaviour. Herein lies the problem: the utilitarian view, which advocates acting in the interests of the greater good, supports the use of predictive algorithms to weed out problematic and expensive staff. The utilitarian philosophy makes choosing people to further a business' success simpler and more logical. The Kantian deontological theory, promote judging individual based on their actions and inactions. The Kantian deontological theory is more popular and works with the legal system and framework of western society. The Kantian deontological approach, which uses the framework to determine whether to reward or penalize persons based on their qualities linked with the desired behaviour, seems more unacceptable. For example, lay-off employees because of attributes they share in similarity with those who have exhibited grievous counter-productive work behaviour in the past, would generally on the surface be viewed as objectionable.

Explainability, which refers to the degree to which employees comprehend the criteria used for data analytics-based judgments, is closely related to the difficulties of fairness and legal issues. When employees compare their own effort and input to that of others, they may appear to understand the foundation for the differences in results, but the output produced by a machine learning algorithm based on the combination of multiple performance-related elements is more difficult to comprehend. This sort of problem is witnessed by lecturers who have to explain to their students that don't seem to understand the difference in their grades compared with their colleagues who they believe wrote a similar answer. The more data and variable algorithms have to work with, the more accurate they become, the more complicated they become and the more difficult it is to understand and explain. An excellent example of this is the IBM Watson oncology program, which encounters some resistance from oncologists due to their inability to comprehend how the application functions to make its conclusions. The IBM Watson cancer application's inability to be understood, transparent, and accountable makes it difficult for

medical professionals to accept or even act upon the recommendation made by the system when it clashes with the doctors' assessments (Bloomberg, 2018). The sceptic nature of applying the recommendation of algorithms will increase; especially because people's lives and careers are at stake, thus explainability becomes more important for the success of machine learning technology. However, with the huge investment in Explainable Artificial Intelligence (XAI), there is bound to be a visible improvement in this field in recent years. The US Defence Advanced Research Project Agency (DARPA) is one of the known agencies and organizations working on XAI (<https://www.darpa.mil/program/explainableartificial-intelligence>).

Changes in formal decision-making related to the usage of algorithms also affect employees' action, experience, and behavior. Changes in decision-making of any sort have an impact on human action, experience, and behavior. The effort made by scientific management to create the best decision criteria follows a similar path as what AI is currently doing. Scientific management seemed more effective when based employment practices and decisions on work organization on theoretical engineering principles and human experiments, but workers opposed it vehemently, creating a high degree of conflict between workers and management. Traditionally, supervisors in a company are accountable for both their direct reports and the individuals that work for them. They are given line authority to effectively ensure that their subordinates carry out their official obligations. The cordial relationship between subordinate and their supervisor is crucial to their performance, as the supervisor monitor and take responsibility for their subordinate, so does the subordinate execute their duty by doing their job well and getting the approval of their supervisors. The evolving challenge is **employee reaction to algorithms decisions**, how much will the relationship between supervisor and subordinate in an organization be affected when the decisions previously made by supervisors are now made or greatly informed by AI or algorithms rather than supervisors?

The relationship between supervisor and subordinate in an organization over time helps build up goodwill, in a possible situation where the subordinate felt wrongly or unjustly treated by their supervisors' action or inaction on the job, the subordinate is most likely to approach the supervisor to register their grievance to correctly restore the order and hope for better treatment in the future. While with algorithms employees (subordinates) doesn't seem to have built up

goodwill or empathetic relationship giving room to lodge their grievance or complaints, employees may even feel that possible recourse in the future might not be visible. Put differently, employees seem to have a very different response to decisions made by an algorithm and the decision made by supervisors (people) (Dietvorst et, al 2016). In a situation where good news is to be dispensed such as employees (subordinate) being assigned a much-sorted after assignment, this will help possibly build a relationship with the supervisor, especially when the supervisor appears to be involved in taking the decision and vice versa when bad news is to be dispensed. This is something that doesn't occur when decisions are reached by algorithms since there are no emotions employees can identify with as regards AI or algorithms, which is one of the reasons decisions with negative consequences are better received when dispensed by algorithms. Algorithms typically outperform human judgment when predicting repetitive outcomes, such as predicting the outcome regarding a job candidate. Experimental evidence has shown that the willingness to adopt and use algorithms relays, at least in part, how they update and evolve to deal with errors (Dietvorst et al. 2016). However, the question is: How devoted will supervisors be if all hiring roles are filled by algorithms without supervisor input? Will they still be kin about the hiring process? Would supervisors remain as dedicated as they are now? Are they going to be as dedicated to the new hires?

Table 1 Overview of AI literature of AI Applications in HRM.

S/N	Name of article	Writer	Aim	Methodology	Sample	Finding	Implementation
1	An Empirical Study of Artificial Intelligence and its Impact on Human Resource Functions	Garima Bhardwaj S.Vikram Singh & Vinay Kumar	The objective is to understand how human resource operations within the IT business relate to artificial intelligence. Innovativeness and simple application in HR operations serve to control the relationship.	Quantitative Questionnaire Survey Multiple regression method	115 HR professionals in various IT sectors in Delhi/NCR region.	Affirms a positive relationship between these two AI and HR performance, through the adoption and ease of usage.	
2	A Study on the Use of Artificial Intelligence in Human Resource Management	Vaishnavi K.S Amritaa & Samay Achwani	Audit how workers view AI with the intention of improving it. How do employees offer some opinions on it and how they use it in their professional lives? to investigate how it affects assisting to manage and monitor issues. List the	Quantitative Structured Questionnaire Survey. Simple Random Sampling.	200 Employees from different parts of Bangalore.	The majority of small businesses, or SMEs, do not use AI. A little more than half of medium-sized firms use AI. The majority of large-scale enterprises employ AI, too. The majority of female employees believe AI will surpass them. The majority	How clear is the structure or framework on the utilization of AI and straightforwardness to fortify and strengthen the confidence of workers in management?

			companies that have incorporated computer science into human resource management to finish.			of the men at work acknowledge that AI may eventually rule over them.	
3	Can Artificial Intelligence Change how Companies Recruit, Train, Develop and Manage Human Resources in Workplace?	Faiyaz Md. Iqbal	Aim to look for the effect that computing (AI) has on the enlistment/recruitment, training, development and maintenance of specialists/technocrats and high-performance employee in the organization.	Meta-Analysis Quantitative		AI has a favorable impact on the management of employees in businesses by transforming how hiring/enlistment, training, development, and improvement are conducted in businesses.	
4	A review paper on artificial intelligence at the service of human resources management	Siham Berhil, Habib Benlahmar, & Nasser Labani	Describe the challenges faced by researchers in human resources and the issues for which computer scientists are looking for solutions.	Quantitative Survey Meta-Analysis	143 surveys of Artificial Intelligence generated solutions.	From 2008 through 2018, several HR analytics proposals were made. The majority of them made use of computing algorithms and techniques, which illustrates the rapid growth that has been seen and, consequently, the increased interest in the	Further research on evolving and new approaches to HR Analytics.

						competition involving technology in the HR industry.	
5	Impact of Artificial Intelligence on Enterprises' HR Performance in Pakistan: A Comparison Study with Australia	Wei Huang & Amir Hayat	Observe Pakistan's synthetic intelligence in human resources and contrast it with Australia's performance.	Quantitative Questionnaire Survey	There were 60 responders, including IT managers, unit managers, service desk supervisors, managers of digitalization, incident managers, contract strategists, managers of customers, managers of IT, HR managers, IT architects, communicators, and various	Findings show that the HR in companies in both Pakistan and Australia made use of AI. Be that as it may, Australia is more proficient in successfully implementing AI in its enterprises' HR.	Other HR-related topics, such as employee commitment, administration and management, organizational effectiveness, and talent acquisition, can be the focus of future research. Comparable uses of AI in HRM can be found in both public and private businesses.

					support staff.		
6	Technology Acceptance Model to Assess Employee's Perception and Intention of Integration of Artificial Intelligence and Human Resource Management in IT Industry.	Dr Gurinder Singh, Dr.Garima Bhardwaj, S Vikram Singh,& Vinay Kumar	This term paper aims to survey Employees' eagerness to receive computing (AI) empowered innovations within the IT sector within the Delhi/NCR area within the department of Human resources and additionally to look for the speed of the adoption.	Quantitative Questionnaire Survey Multiple regression method	In Delhi/NCR, 115 HR professionals are employed in the IT industry. .	The study's conclusions indicate that PEOU and PINS, two of the major components, are the main factors influencing how eagerly people accept TAM.	The focus of further research should be the nationwide point-by-point analysis of responders. In order to comprehend and acknowledge the perception and excitement of the final year college graduate who will soon join the institutions, other information should also be taken into consideration. Finally, a more detailed analysis can be performed to determine the correlation between perceived comfort and intents to embrace AI.
7	The impact of Artificial Intelligence on Talent Acquisition	Dr Saundarya Rajesh, PhD,	It examines the cascading impact of artificial intelligence frameworks on how corporations find talent.	Quantitative Secondary Analysis		The finding presents a straightforward understanding of current AI systems and their capacity to automate repetitive Talent	

	Lifecycle of organizations	Mr. Umasanker Kandaswamy, Ms Anju Rakesh				Acquisition (TA) processes expanding process productivity and effectiveness.	
8	Digital Transformation in HR	Manju Amla, Prof. (Dr.) Meenakshi Malhotra	The study looked at the idea of computerized transformation in human resources management and how contemporary technology are assisting distinct HR tasks and their staff members. It examined the idea of "SMACI," the use of online innovation, computing (AI), HR chatbots, machine learning, and robotic process automation (RPA), and how these	Quantitative Secondary Analysis		Findings concluded that Human resource management is all centred around the human touch, this touch will give the ability to exercise more control with the aid of technology. As HR is at the cutting edge of the fourth computerized transformation it's critical to encourage this progression without obstructing the human element.	

			were used to create the fundamental operations of human resource management.				
9	Can HR adapt to the paradoxes of artificial Intelligence?	Andy Charlwood Nigel Guenole	The article centres on the thought of potential scenarios for the way AI will influence Human Resources Management (HRM). Popular accounts and scenarios of AI point out the dangers of bias and unfairness and other problems.	Meta-Analysis		Finding state that to maintain a strategic distance from 'bad AI' in HRM, modern laws to handle the challenges that AI postures are required irrespective of where we are inside the world. Given the ethical values of the AI profession and the risk those values postured by corrupt managers utilizing AI, logically HR proficient bodies ought to be advocating for such regulation.	The study of the results of AI on workers and the expansion of society, including the professional and societal behaviours, standards and institutions that emerge from the utilisation of AI in HRM.
10	E-HRM practices and sustainable competitive	Mohamed Dawood Shamout,	In the context of the Jordanian Industrial Segment (JIS), investigate how	Quantitative Questionnaire	750 HRM and Development Division (Manager,	The results indicate that the suggested measurement model and structural model satisfy the necessary fit	The impact of e-HRM on achieving SCA, taking into account factors like "the organizational culture,

	advantage from HR practitioner's perspective: A mediated moderation analysis	Malek B. Elayan, Adnan M. Rawashdeh, Barween Al Kurdi, and Muhammad Alshurideh.	Electronic Human Resource Management (e-HRM) practices affect establishing Sustainable Competitive Advantage (SCA), and identify the mediating roles that e-HRM Perceived Usefulness (PU) and e-HRM Perceived Ease of Use play (PEOU).	ire Survey Mediated-Moderation Model	Head of department and employees) from (63) companies in the Jordanian Industrial Sector (JIS)	requirements, according to structural equation modeling (SEM) investigations. This study proved to the significant impact that e-HRM practices have on Sustainable Competitive Advantage (SCA).	the changed management style of the organization, and the necessity to clarify the important purposes and objectives of utilizing such systems through thorough and ongoing training and workshops for the workers using this system.
11	Artificial Intelligence in Tactical Human Resource Management: A Systematic Literature Review	Alexis Megan Votto, Rohit Valecha, Peyman Najafirad, H. Raghav Rao	Aim to investigate publication sources and literature that highlight the application of AI inside or over HRM. Also, it distinguishes which tactical Human Resource Information Systems (T-HRIS) components are included in the literature, and how each T-HRIS component	Meta-Analysis		Managerial T-HRIS provides an inroad to focus on the more human-centric duties HR experts are responsible for overseeing and sustaining. Expressing that emotional intelligence could be a valid predictor of worker attitudes and behaviours, and that AI does well to focus on the technical and functional	Boarder scale of research could be utilized in terms of the watchwords in searching and the number of articles/ diaries consulted.

			is represented. Put differently, it is the survey of the integration of AI in HRM and HRIS components.			proficiency a worker has in organizational performance.	
12	Evolution of Artificial Intelligence Research in Human Resources	Mariana Jatoba Juliana Santos Ives Gutierrez Daniela Moscon Paula Odete Fernandes Joao Paulo Teixeira	Aim to examine the advancement of Artificial Intelligence (AI) within the field of Human Resources (HR). Displaying a scene of the research that utilized AI within the field of HR.	Meta-Analysis Descriptive analysis of Journals and proceedings.		The need to solidify lines of research debilitated the improvement of modern research. The absence of strong research lines up to this present minute would be defended by the reality that most research is done only within the field of engineering by experts of this nature, with bijou involvement of human resources researchers and professionals. The creation of multidisciplinary groups, which count on engineering experts and human resources	Carrying out an examination, and qualitative analyzing results to raise the causes and conceivable relationship with an abating pace in the later period. Also, to extend the conceivable outcomes of scientific production, examining what were the requests that caused the increment and the need for research of AI in HRM, connected to the R &S, as confirmed in 2018.

						professionals, will contribute to the advancement, creation of research lines, and fortifying of study groups, utilizing AI in HR.	
13	Impact of Artificial Intelligence on Human Resource Management	Dr K. Sirisha	Aim to examine the effect of AI on HRM, since hr isn't customarily related to this developing technology, failure to make use of AI with hr practices may demonstrate to be a ghastly sin which makes it the organizations difficult to grow enormously big and survive in this globe driven by these progressed technologies and machines.	Meta-Analysis		AI-based HR applications raise worker efficiency. It can examine, foresee, analyze, diagnose and become a more competent asset whereas focusing on worker needs and outcomes. In any case, there are challenges like protection & privacy, talent crevice, maintenance, integration capabilities, or limited proven applications. But making use of legitimate caution while applying AI services will solve unnecessary issues.	
14	Hard choices in artificial	Roel Dobbe,	The research aims to look at the unclearness in talks	Meta-Analysis		There's an increment with the application of AI	

	intelligence	Thomas Krendl Gilbert, Yonatan Mintz	about approximately the safety, security, and ethical behaviour of AI frameworks. We appear how this unclarity cannot be settled through mathematical formalism alone, rather than requiring deliberation about the politics of development as well as the context of deployment. Drawing from a novel sociotechnical lexicon, we rethink unclarity in terms of distinct.	Case Study		Insensitive settings and safety-critical frameworks, normative indeterminacies are getting more obvious. Distinguishing the missing feedback in a given specification requires examining the capacities of an AI framework in a principled manner. The basic applications of today's AI systems require a novel lens that can see past technical practices and reframes the intrinsically interdisciplinary practice of AI development as critical in its claim.	
15	Artificial Intelligence and keeping humans in the loop.	Robert Mazzolin	The research is set to look at the evolution of AI and scrutinize to what degree AI systems ought to be granted autonomy,	Meta-Analysis Case Study		Given the forecast that future AI innovation will be able to match or surpass human cognition over a wide extent of tasks, the vital	

			to make use of the advantage of this power and accuracy, or stay subordinate to human scrutiny and supervision, to protect against unforeseen failure.			question concerns the degree of independence that's most alluring. Whereas AI frequently has the edge over people in speed, effectiveness, and precision, its failure to think contextually and its inclination to come up short catastrophically when displayed with novel circumstances make numerous hesitant to allow the technology to function free of human oversight. As such, a common refrain is that a human must be kept within the circle to oversee AI in vital roles.	
16	Artificial intelligence in hr	<i>Dr Owais Ahmed</i>	The research plan is to look at the breakthrough of artificial intelligence and its implications concerning HR.	Meta-Analysis Case Study		The findings present that the HR technology landscape proceeds to be transformed by the operation of AI. HR teams have to adjust to	

						balance these cognitive tech advancements with transparency and accountability. HR pioneers, industry leaders and professionals should have a clear understanding of how choices and decisions are being made to relieve unwittingly injecting bias into their programs. AI industry features a solution for everybody (business) irrespective of the measure (enormous/big or small).	
17	Internet + Artificial Intelligence” Human Resource Information Management System Construction	Zhen Zeng, and Longqi Qi	The goal is to determine the best distribution of human resources for a project using the "Internet + artificial intelligence.	Meta-Analysis Case analysis and Literature		The current human resource data management system is riddled with problems, according to the research structure. The distribution of human resources has greatly improved since models and algorithms were optimized. More than half of the	

	Innovation and Research			analysis		employees and job positions are now coordinated. It appears that "Web + artificial intelligence" can successfully optimize the enterprise's human resource information management system, promote noteworthy utilization of its human resource value, bring higher economic returns to the enterprise, and help with the long-term steady and solid improvement of the enterprise. The operation proficiency index of the enterprise is over 0.8, an increase of almost 30%.	
18	To Study Impact of Artificial Intelligence on Human Resource	Prasanna Matsa, Kusuma Gullamajji	The goal is to determine whether HRM is shifting away from its core administrative tasks, such as recruitment and enlistment, selection, and	Meta-Analysis Case analysis		AI and sophisticated self-learning computers are utterly threatening the world's employment and are eradicating human interference or involvement	

	Management		evaluation, to more cutting-edge developments, such as automation, augmented intelligence, robotics, and artificial intelligence, which are reclassifying, redefining, and reshaping the way of their workforce characteristics and organization.		in every facet of life. However, in practice, every cutting-edge technology is developed and put to use for the good of humanity, not for its extinction. The key difficulty now is how well the individual HR departments train and re-transform their staff in understanding AI and communicating and working with it. This is because AI and powerful robots are now a serious threat to human competition. Findings indicate that most of the organizations are successfully Using AI-based technologies in recruitment, but not in the near future Future HR AI is present everywhere, possibly	
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						in recruitment, e.g., training, onboarding, performance evaluation, and retention However, the majority of organizations continue to lag behind in AI is being integrated into HR practices, but it is expensive. associated with integration.	
19	Artificial Intelligence in the Recruitment & Selection: Innovation and Impacts on The Human Resources Management	Mariana Jatoba Ives Gutierrez Paula Odete Fernandes Joao Paulo Teixeira Daniela	The use of artificial intelligence (AI) in recruitment, enrolment, and selection (R&S) and its effects on human resource management are highlighted in the study (HRM).	Quantitative Questionnaire Survey Meta-Analysis	150 professionals and an HR Manager	According to the findings, 63% of respondents' organizations have never used AI, while 19% either use AI now or have done so in the customer service sector. Although the respondents had a favorable opinion of the advantages that AI may offer to the recruiting, enlistment, and selection of candidates, the need for rigorous	Expanding the survey to provide more in-depth information and data treatment on AI link to HR operations could be considered for future research or study.

		Moscon				investigation into the topic was confirmed, and it was determined that the practice is still extremely in its infancy.	
20	To understand the relationship between Machine learning and Artificial Intelligence in large and diversified business organisations.	S.R. Sandeep, Shahanawaj Ahamad, Divya Saxena , Kingshuk Srivastava, Sushma Jaiswal, Ashim Bora.	By further examining the broad notion of machine learning and artificial intelligence, the articles seek to comprehend the relationship between machine learning and artificial intelligence in large and diverse corporate organizations.	Meta-Analysis Quantitative Secondary Analysis Documentary Analysis		Findings indicate that a large and diverse commercial organization is capable of conducting a robust investigation of the interaction between AI and ML. Businesses can enhance consumer interaction, fraud detection, sales platform, employee skill set, etc. by implementing AI-driven technologies. It has been demonstrated that higher investment has resulted from the implementation of AI and ML in a variety of industries, including HRM,	Future studies might focus on how businesses might support the creativity and spontaneity associated with human cognition while utilizing the expertise and superior search performance of AI automation. Future studies might also focus on the impact that automated, computerized, and robotic decision-making processes have on an organization's cognitive capacities.

						R&D, finance, marketing, production, and more.	
21	Role of Artificial Intelligence in Human Resource Management	Dr Ruchira Sen	The article's main goals were to examine artificial intelligence's role in HR management and to comprehend the difficulties the HR department faces.	Meta-Analysis Quantitative Secondary Analysis		According to research, robotics businesses recruit, hire, analyze, collect, and perform activities while human resource management operations are where AI plays a more significant role.	
22	Sixty years of research on technology and human resource management: Looking back and looking forward	Sunghoon Kim Ying Wang Corine Boon	The purpose of this essay is to investigate the connection between human resource management, which has been practiced for many years, and technology.	Meta-Analysis Quantitative Secondary Analysis	154 technology and human resource management articles	We recognize three points of view on innovation (apparatus, proxy, and ensemble view of technology), three thematic streams, and recurring and evolving designs of research on technology over three time periods (separated by the introduction of the personal computer in 1977 and by the popularity of customer web services in 1997) (the effect of	Further, investigation as regards research can be based on modern technology, Modern technologies will without a doubt keep rising, and researchers should ceaselessly set out to fundamentally survey their impacts on HRM. Future research can also centre on what can we learn from the

						technology on employment and organizations, the utilization of technology in HR exercises, and the management of technology workers).	investigations and research in past Technologies.
23	The link between e-HRM use and HRM effectiveness: an empirical study	Shatha M. Obeidat	We recognize three points of view on innovation (apparatus, proxy, and ensemble view of technology), three thematic streams, and recurring and evolving designs of research on technology over three time periods (separated by the introduction of the personal computer in 1977 and by the popularity of customer web services in 1997) (the effect of technology on employment and organizations, the	Quantitative Questionnaire Survey stratified random sampling	450 Employees from a Telecommunication company in Jordan	Results support the belief that using e-HRM will improve HRM effectiveness at both the policy and practice levels. Additionally, it confirms that client intention has intervening effects at the point when social influence and performance expectations for e-HRM determinants interact with actual e-HRM use.	The research has restrictions on how far the results may be applied. Because just one corporation was included in the empirical study, the findings might not generalize to other organizational contexts. The focus of future research might be on increasing the number of sample companies.

			utilization of technology in HR exercises, and the management of technology workers).				
24	The Role of Artificial Intelligence in Human Resource Management	Dr S. Tephillah Vasantham	This article examines how artificial intelligence (AI) is used in human resource management (HRM). The conventional methods of corporate coordination are being scrutinized from the perspective of a worldwide society. The benefits of integrating artificial intelligence in human resource management are also used and discussed in the article, along with other applications.	Meta-Analysis		The results show that artificial intelligence is crucial in drawing out the necessary details from the candidate pool. Additionally, it claims that social intelligence and language propensities in machines are barriers to AI. A situation where AI might have trouble comprehending social boundaries, terminology, and the way information or data is presented in some countries or cultures.	
25	Impact of Artificial	<u>Bilal Hmoud</u>	The article's main focus is on the wonder of AI-	Quantitative	186 senior HR specialists	According to the research, the intention to adopt AI	

	Intelligence on Human Resource Management		based applications' diffusion and adoption in HRM. More specifically, it examines the relationship between the HR roles that are prioritized within an organization and the attitudes of HR professionals toward AI adoption. It also highlights the significance of performance expectations, top management support, and competitive pressures as indicators of AI adoption in HRM.	Questionnaire Survey Covariance-Based Structural Equation Modelling (CB-SEM) technique.	from the Jordanian Human Resources Management Association were selected.	appears to be significantly predicted by top management support and performance expectations. With the goal to adopt AI, competitive pressure is becoming less and less significant. The HR function of "change specialist" has been identified as having a major positive impact on the intention to use AI, whereas the worker takes the lead position on any substantial negative influences on AI adoption.	
26	Adoption Factors of Artificial intelligence in Human	Mohand Tuffaha, M Rosario Perello-	The article aims to identify the adoption variables of six scenarios of AI in HRM. These scenarios are turnover	Meta-Analysis		The finding state that to understand AI experimentally, there's a need to dissect the fundamentals that constitute	Further research could centre on analysing in detail how AI is being implemented in huge companies based on the

	Resource Management	Marin	prediction with artificial neural systems, candidate search with knowledge-based search engines, staff rostering with genetic algorithms, HR sentiment analysis with text mining, résumé information acquisition with data extraction, and worker self-service with interactive voice response.			AI. Deep learning and Machine learning are the fundamental building units of AI. Compatibility, relative advantage, complexity, managerial support, government inclusion, and vendor partnership are determinants that influenced components of AI adoption in HRM.	presented model. Another viewpoint to consider is whether there are contrasts between implementation by business segments or geological areas.
27	Application of analytics and artificial intelligence in human resource management: a futuristic approach	Berinder Singh Kullar	The research aim is to study the evolution, development and application of Analytics and Artificial Intelligence in the working of Human Resource Management and investigate their role in future.	Meta-Analysis		The finding shows that HR features a tremendous opportunity to retain and apply AI, be that as it may, the rate of its application is slacking. AI is an expansion of advanced analytics and finds the most prominent potential in five functional fields of HR: Analytics and metrics, time and	

						participation, talent acquisition, training and development, and compensation management. The capacity to examine, predict and yield personalized inferences is most alluring in the application of AI.	
28	Use of artificial intelligence in human resources processes	Melike Artar, Yavuz Selim Balcioğlu, Oya Erdil	The research set out to evaluate the utilization of artificial intelligence applications in human resources management. Inside the scope of workforce recruitment and placement, training and development, and performance management.	Meta-Analysis		Findings show that three primary issues concerning artificial intelligence in human resources processes draw attention and can be recognized. One of the essential issues is concerns around justice. People are social and mental creatures that are influenced by their environment. Also, decisions are more logical with the introduction of artificial intelligence applications. Finally, employees'	

						responses to artificial intelligence algorithms.	
29	Application of Artificial Intelligence in Human Resource Management Practices	Pooja Tiwari PhD Rudresh Pandey PhD Vikas Garg PhD Abhishek Singhal PhD	The article set out to study the relationship between artificial intelligence and HR functions and the different functions performed by the HR division. The objective is to know and get acquainted with the factors such as innovativeness and the utilization of HR operations.	Quantitative research and Regression methods	150 HR specialists in various IT industries	Findings show the positive linkage between diverse variables such as ease of use and innovativeness which clearly shows that AI impacts both factors. Findings have uncovered the cumulative impact of AI on each element of HR functions of the proposed model and the usage of AI features a comparatively empowering result on ease of use with HR tasks.	
30	The role of artificial intelligence in transforming hrm functions. a literature review.	Tuffaha, Mohand; Perello-Marín, M. Rosario	These articles aim to investigate the literature analysis of AI transformation in Human Resource Management (HRM) capacities: Staffing, Learning &	Meta-Analysis Documentary Analysis	30 journals and proceedings using three main keywords: "Artificial	The finding uncovers there's a crevice within the literature that builds a comprehensive framework for the transforming role of AI in HRM functions. Especially, Key HR	The scope of databases is constrained to Scopus. In any case, due to the shortage of papers found, this analysis could be extended to other databases to cover ISI,

		and Suarez-Ruz, Esperanza.	Improvement and, Motivation.		intelligence”; “Human Resource Management”; and “Transformati on”. All articles are from Scopus databases between 1998 to 2021	Planning, Job Design, and Compensation.	Emerald Insight, and Google Scholar.
31	Impact of Artificial Intelligence on the Efficiency of Human Resources Management	Nabil Abdallh A. Almotawkel	The article is concerned with studying the genuine effect of artificial intelligence on human resource management, the ethics utilized in this, and the challenges that could obstruct to its implementation.	Meta- Analysis systematic review		There's a need for studies that address the descriptive side of the technological perspective, especially savvy frameworks, and their tangible role in their relationship with human resources and results in the case of their application in addition to human resources. The studies discovered that	

						Artificial intelligence frameworks and electronic hardware has high-capacity tools and but it has become a source of employee concern that it'll be solved in the future as an alternative to them and dispense with the hand of Humanity.	
32	Realization of Artificial Intelligence in Human Resource Management Best Practices	Neeti Mittal Harminder KAUR Gujral	The article is planned to find the rate of advancement of Artificial Intelligent in Human Resources Management and to find out if the advancement presently witness in Human resource management practices through automation of work which might include enterprises, hiring success (Recruitment and Selection Process),	Qualitative Meta-Analysis Secondary Analysis. literature review		The finding shows that it is concluded that the realization of artificial intelligence in human resource management practices in data analysis, recruitment and selection, and performance management is imperative and the human resource has to plug the framework of artificial intelligence in an organization into a tall degree.	Further Essential research could be conducted in this field to validate the present research findings.

			improved talent quality, data analysis, and effectiveness of team plan.			Likewise, areas such as ethical, social & disciplinary issues within the organization need more personalized attention, sympathy, consideration, and human touch beside artificial intelligence.	
33	Positive impact of artificial intelligence on human resource management practice	M.K. GANESHA N Dr. C.VETHIR AJAN	To study of Effect of artificial intelligence on human resource management practices. To study technology targets that contribute to business goals. To study unravelling and solving data processing problems in everyday life. The objectives of this study are for the human	Meta-analysis	100s of research carried out in the past, electronic journals, websites, etc	Findings show utilizing Artificial Intelligence, it would be conceivable to control and apply more algorithms to the advantage of HRM.	Further research in this field can be done as there are exceptionally promising and profitable results that are obtainable from AI. Researchers have not however realized the complete potential and capacity of artificial intelligence. This technology and its applications will likely have far-reaching effects on human life for a long time to come.

			condition and to improve the passing capacity of intersections.				
34	A conceptual study to explore the application of artificial intelligence in human resource management in india.	Meena Srinivasan Mr K Mutahar Hussain	The article aims to investigate the by and large application of AI in human resource management in Indian companies. Moreover, it analyzes the benefits and opportunities which the technology attempt to offer to business directors and organizations.	Meta-Analysis Secondary Analysis		The finding noted that there's a positive factor in the implementation of AI in the organization because it empowers the decreasing of holding up time for management witness with the screen of candidates, verify the documents and start the onboarding process rapidly. Moreover, AI underpins formulating one-of-a-kind, critical training and development plans for the workers so that they can improve their efficiency and output.	
35	Exploring artificial intelligence applications in	Nishad Nawaz	The study aims to understand artificial intelligence applications in human resource		23 articles from 1991 to 2020 were found on	Findings portray that Artificial Intelligence has a significant effect on human resources. The industry is	Future research can centre on expanding to other functional areas of HR such as worker retention,

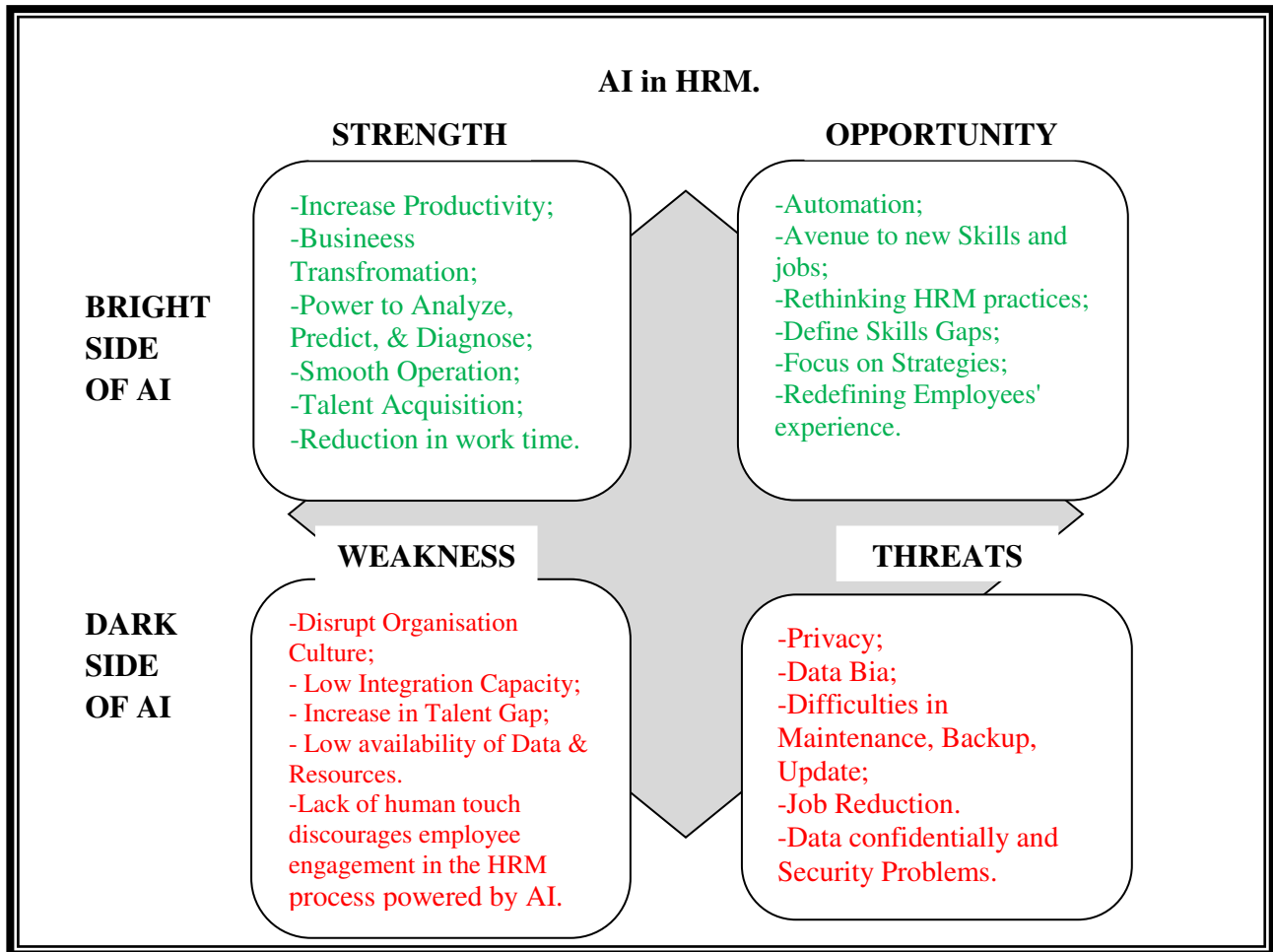
	human resource management.		management. The study distinguished nine zones of human resource management functions, where Industries can actualize artificial intelligence applications with implementation to urge efficiency and effectiveness in their human resource management functions to meet the requirements and needs of their customers.		Scopus online database.	moving past expectations with the assistance of technology to meet the requirement of the customers. Hence, most industries are utilizing advanced technologies to meet needs, to reach the requirements and needs of the customers, and organizations require talented human resources alongside technology.	turnover, worker promotion and advancement, and RFID in worker attendance/activities within the organization & outside.
36	Artificial intelligence and human resource	BALU.L SOWMYA. S	The article address how artificial intelligence has an influence on human resource management as the central issue and puts forward modern consideration and thinking on human resource management in	Meta-Analysis		Findings show human resources play a vital part in enterprises reacting to challenges in the period of artificial intelligence, which can offer assistance to leaders and organizations to adjust to technologies, offer assistance to workers to	

			the time and era of artificial intelligence.			adjust to new working patterns, promote enterprises to adjust to technological changes in, and promote the development and change of national policies and regulations. Employees will eventually depend on AI.	
37	Transforming Digital Employee Experience with Artificial Intelligence	Serap Zel Elif Kongar, PhD.	The article emphasizes the developing role of Artificial Intelligence (AI) in Human Resources (HR) to plan improved digital employee experience using a set of well-known AI applications such as chatbots and virtual assistants in recruitment, career advancement, and worker engagement.	Meta-Analysis		AI instruments offer assistance to move forward the digital employee experience in organizations. In any case, effective implementation of such AI-based apparatuses intensely depends on compatibility with the organizational culture, the proper design of AI tools, and the effectiveness of data management activities.	
38	Application of artificial intelligence in	Svetlana Evseeva,	The article points to recognising artificial intelligence utilization in	Qualitative methods		The finding shows Artificial intelligence gives numerous openings for modern	future research headings could study in detail companies utilizing AI in

	human resource management in the agricultural sector	Oksana Evseeva, Andrei Burmistrov ¹ , and Maria Siniavina	human resource management by examining functions	Meta-Analysis		companies: selection of workers when hiring, formation of a staff reserve, identification of workers with high potential, selection for training and leadership development programs, etc. Most of the apparatuses are simple to execute, take a small time, and the investment in them pays off exceptionally quickly.	HR functions and possible changes in the HR manager profession and the role of HR in business.
39	Comprehensive Analysis of Artificial Intelligence with Human Resources Management	Kuldeep Chouhan, Vijay Shukla, Anurag Shrivastava, Ismail Kalilulah S.,	The research work is the automation of HR roles that brought about the proficient improvement of the organization. The goals of this article are to execute the role of automation to upgrade the productivity of the HR process, analyze its impacts on the organization and assess	Quantitative Questionnaire Survey T-test, and analysis of variance (ANOVA) test	100 respondents convenience sampling data from a USA-based IT company	The finding appears to support that AI-based software empowers HR to perform and convey the optimal solutions to the industry and give sufficient competent robotic models which satisfy their requirements to decrease expenditure in the future. Consequently, release HR supervisors to get advanced	The long haul of HR will be unquestionable with AI, where numerous job roles will turn to AI, robotics, and automation. Future research could analyze the chance that AI will change HR or discharge it.

		Ravindra Manohar Potdar, Vinoth K.	the HR automation process for effective work.			responsibilities and assignments that matter for the organization to perform.	
40	When technology meets people: the interplay of artificial intelligence and human resource management	Yusra Qamar, Rakesh Kumar Agrawal and Taab Ahmad Samad	The article aims to carry out a systematic survey of the scholastic literature on applications of artificial intelligence (AI) within the human resource management (HRM) space is carried out to capture the current state-of-the-art and prepare a unique research plan for future studies.	Meta-Analysis Content analysis and structural concept analysis	55 journal articles are selected based on a holistic search and quality evaluation criteria	Findings show a comprehensive audit of the AI-HRM domain's existing literature is displayed. A concept outline is synthesized to present a taxonomical outline of the AI applications in HRM.	Future research could consider peer-reviewed articles to a wide extent of the database as book chapters and conference procedures. Second, future research should consider utilizing advanced techniques such as meta-analysis to supply specific insights into the effect sizes of AI's influence on HRM.

Figure 3 AI in HRM SWOT Analysis.



3 APPROACH

3.1 CURRENT APPROACH

According to Saunders et, al. (2019) Positivism, Critical realism, pragmatism, Post Modernism, and Interpretivism are the five types of research philosophies. The most appropriate research philosophy for this research is Positivism, which makes use of a quantitative approach to investigate phenomena. Positivism research philosophy sides with the hypothetico-deductive model of science that is constructed on investigating and verifying a priori hypotheses and experimentation (Yoon et. al, 2020).

In addition, positivism has focused on the nature of reality, using formalized mathematical and statistical techniques (Carson et. al, 2001). On the contrary, interpretivism research philosophy makes use of non-quantitative methods and techniques, it focuses on the need to understand the context in which research is undertaken to be able to analyze, understand and interpret gathered data (Thahn et. al, 2015).

Research strategy is mostly viewed from two main points namely; Qualitative and Quantitative. Qualitative data are data that get their meaning from expression through words (Fossey et. al, 2002), while quantitative data relays on meaning that is evolved or interpreted from numbers (Saunders et, al. 2019). This thesis and research look to acquire real data in terms of numbers and not information, quantitative research is more appropriate for the research. According to Ejaz et al (2012), quantitative data brings about accuracy with its method, which includes various techniques such as; charts, graphs, and statistics used to examine, analyze, and understand collected data. In contrast, qualitative data are gotten through interviews or online questionnaires that give room for researchers to build up a theory out of the collected data.

Quantitative analysis is more efficient when the research objectives focus on measurement, causality, generalization, and possibly replication. Quantitative analysis is most appropriate in a situation where researchers are interested in why things are where they are and the causal influence between a dependent variable and an independent variable. A quantitative

study stands to be more durable as it controls the condition of the study and has the structure to minimize contamination from researchers' values and biases. Put differently, looking at all the advantages of quantitative research including replicating the results or findings in another context, it is deemed that quantitative research is best suited for this research than qualitative research.

Research approaches are significantly three in number namely; inductive, deductive, and abductive approaches (Mantere et al. 2013). What distinguishes these various research approaches is mainly the starting point especially for the inductive and deductive approach, while the third approach, abductive stem from the combination of both deductive and inductive approaches (Saunders et al, 2019).

The use of both Qualitative and Quantitative approaches has been visible in the available literature on the topic however the topic as an emerging topic of research has witnessed more of a qualitative approach with meta meta-analysis

3.1.2 Approach Used

According to Inaam (2016), a research design is a structural plan on which research is conducted. This research will be making use of a quantitative method with structured questionnaires for data collection. This research this method will be easier to administer is fast and cost-effective, is convenient for the respondent with less time consumption, and eliminates any form of variation from respondents and errors from the respondent. This quantitative type of research will focus on innovativeness, performance, and ease of usage. Uniform Resource Locator (URL) link will be used to distribute the web survey in this study. The survey is designed to include the following: (a) a brief introduction and explanation; (b) a menu for selecting or filling demographic data (c) (i. Strongly Disagree ii. Disagree iii. Undecided iv. Agree v. Strongly Agree) statement on Likert scales.

The thesis research employs a quantitative approach with a rigorous process that starts with searching, the vital topics and issues to be addressed are chosen from scanning through past

literature topics in the academic field of AI in HRM. The purpose of this is for the author to have a clear, precise and simple general idea of the previous research method that has contributed to the issues that the thesis is looking to explore. Main ideas from writings in previous journals were used to identify the theme and what has been previously researched.

Keywords were employed in the search for the literature, keywords as “Artificial Intelligence” “Human Resources Management” “ AI application in HRM” “Technology and HRM” “AI and HRM” and “AI in HRM”. A wide range of credible journals was found covering topics of interest, interest such as Disruptive Technology, Artificial Intelligence, and Human Resources Management. In the search for academic papers or articles, preference was given to recent papers/articles to stay updated with the vital and relevant problem of the research, however, that didn’t limit the research in its comprehensive search because all existing literature was consulted to make sure key concepts or theories in the subject are not being left out or miss out. The papers/articles will serve as a guide helping to discover the topics that have been covered by previous literature, and also serves as an identifier of possible gaps or an expansion in the study.

Several notable journals were searched with the help of the Beykoz University Library Online database includes; ScienceDirect, Proquest, Scopus, Springer, IEEE, and Emerald Premier, to mention a few. Also, the sources most key journals have cited were critical for screening what journal to use, this was done to be sure of the relevance of each journal.

3.2 METHOD DETAILS

3.2.1 Data collection

3.2.1 Data collection method

The method of conducting research is more than one, however, not all method of research seems appropriate or fitting for this research. Survey and Archived data research methods are common methods for quantitative research studies. The survey research method with the use of a questionnaire is employed for this research to easily administer to respondents in the position of

Human Resources officers, employees, directors, managers, and staff. Archived data wouldn't have been appropriate and fitting for this study as it would have meant making use of secondary data that doesn't specifically cater to the need of this study. Once quantitative data has been collected within a sufficient time to get the analysis done, it will help expatiate and shed more light on understanding the topic of the thesis as compared to the use of other forms of data collection.

3.2.2 Data Collection Process

Data collection started with creating a profile of who the potential respondents to the survey will be. The target population was Human Resources officers, employees, directors, managers, and staff who have had experience making use of AI in the practices of human resources management within the Information Communication and Technology (ICT) industry in Turkey. Thereafter a pilot survey for the study was created and administered to a total number of 10 people. The question stated in the survey was founded based on six different aspects. The first aspect covers the general question and demographics. The second aspect covers the Innovativeness of Artificial Intelligence Applications/Software/Algorithms in Human Resources Function. The third aspect covers 'Ease of Usage' of Artificial Intelligence Application/Software/Algorithms in Human Resources Function. The fourth aspect covers the Usefulness of Artificial Intelligence applications/Software/Algorithms in Human Resources functions. The Fifth aspect covers the 'Attitude of employee' towards Artificial Intelligence Applications/Software/Algorithms in Human Resources Function. Finally, the sixth aspect covers the Working/Operation of Artificial Intelligence Applications/Software/Algorithms in Human Resources Function.

Upon the administering of the pilot survey, it was duly noted that respondents often refer to AI or think of AI as Artificial General Intelligence (AGI) form only, which entails a highly sophisticated form of machine that remains out of reach of an ordinary or average employee, staffs, employers, etc. Respondents fail to recognize the use of social media in the recruitment process as an AI-enhanced tool or that the use of a chatbox to enhance communication among employees is summarily an AI tool. It is easier for this set of employees to see sophisticated

machines or applications (AGI) as a form of AI tool than seeing easily accessible tools and applications (ANI) as a form of AI. Thus, to educate each respondent, the survey was modified to clearly state various examples of AI to enlighten the mind of respondents before filling out the form.

Research Process Step

The respondents used in this thesis were allowed to participate based on their perceived work in the area of Information, communication and technology (ICT). Those respondents that were reached out to were Human Resources officers, directors, and managers who have experience with AI working in HRM with firms such as E-commerce, FinTech, Telecommunication, Social Media, Software Development, Edutech etc. This allowed a vast range of information to be gathered from individuals with different perspectives. The possible number of companies in the ICT industry making use of AI in their HRM was limited, which was a major delimitation, out of over 800 questionnaires links sent out, only 151 got filled, 123 responses got admitted and 28 deleted due to respondents' affirmation to lack of experience working with AI.

3.3 LIMITATION

The research has presented insight into this field's emerging field of study, which will immensely contribute to the existing literature. The study shows some usefulness of AI and also the gap in its applications. The study was conducted among employees of an organisation/company based in Istanbul, Turkey. The study can also be carried out in societies with highly AI readiness indexes such as Germany, Canada, and France etc and also in countries with lower AI readiness such as Yemen, Afghanistan, Sierra Leone etc for a possible comparative study.

The result produced by this research is supporting and motivating, but also comes with its disadvantage. One of the main disadvantages aforementioned is the limited area of selection, it is limited to the geographical space of Istanbul, and also limits the possible amount of respondents.

since the union of AI and HRM is technically still an emerging field as a union. Another drawback is that the chosen respondents are employees that can effectively make use of AI in their operation thus it will be easier for such employees to be favourable to the actions and working of AI, ignoring the feeling of potential employees or employees that was onboarded before the introduction and adoption of AI operation. Thus future research with a longitudinal design to survey samples before their working with AI in HRM, years after their onboarding and at their exit. The same sample of people will help to truly acknowledge the state of affairs of AI in the HR function, especially as regards the attitude of employees towards AI.



4 FINDINGS/ RESEARCH INSTRUMENTS / QUESTIONNAIRES

The following section reports the empirical data found for this study. The empirical findings will be presented accordingly concerning the aforementioned hypothesis.

4.1 THE MEASUREMENT OF THE INDEPENDENT VARIABLES WITH THE FOLLOWING FORMULA

Cronbach's $\alpha = (k/(k-1)) * ((S^2_y - Es^2_1)/ S^2_y)$.

- **Innovative motive** has (3 items, Cronbach's $\alpha = .688$)

$$\begin{aligned}
 &= (K/(k-1)) * ((S^2_y - Es^2_1)/ S^2_y) \\
 &= (3/3-1) * ((3.340313286 - 1.80861943)/ 3.340313286) \\
 &= 1.5 * (1.531693856/ 3.340313286) \\
 &= 0.6878219458
 \end{aligned}$$

- **Ease of Usage motive** (4 items, Cronbach's $\alpha = .729$)

$$\begin{aligned}
 &= (K/(k-1)) * ((S^2_y - Es^2_1)/ S^2_y) \\
 &= (4/4-1) * ((8.222222222 - 3.725346969)/ 8.222222222) \\
 &= 1.333 * (5.096875251/ 8.222222222) \\
 &= 0.7292230141
 \end{aligned}$$

- **Usefulness motive** (4 items, Cronbach's $\alpha = .844$)

$$\begin{aligned}
 &= (K/(k-1)) * ((S^2_y - Es^2_1)/ S^2_y) \\
 &= (4/4-1) * ((6.372697021 - 2.339582826)/ 6.372697021) \\
 &= 1.333 * (2.757292425/ 6.372697021) \\
 &= 0.8438319876
 \end{aligned}$$

In respect of the mediating variable, what was measured was

- **Attitude of employees towards AI** (4 items, Cronbach's $\alpha = .837$)

$$\begin{aligned}
 &= (K/(k-1)) * ((S^2_y - Es^2_1)/ S^2_y) \\
 &= (4/4-1) * ((6.70189108 - 2.492817141)/ 6.70189108) \\
 &= 1.333 * (2.757292425/ 6.70189108) \\
 &= 0.8373903004
 \end{aligned}$$

Finally, the concluding variables that measure;

- **Working/Operation of AI application in HRM** (3 items, Cronbach's $\alpha = .876$)

$$\begin{aligned}
 &= (K/(k-1)) * ((S^2/y - Es^2/1)/ S^2/y) \\
 &= (3/3-1) * ((4.020452885-1.672104537)/ 4.785714286) \\
 &= 1.5 * (2.348348348/ 4.785714286) \\
 &= 0.8761506783
 \end{aligned}$$

Table 2 Item's Measurement and Reliability Summary

Measures	Items	Cronbach's (n= 111)
Innovation Motive 1. I feel comfortable when making use of novel AI applications/software/algorithms to execute HR function. 2. When I make use of novel AI applications/software/algorithms to execute HR functions, I am more productive. 3. Performing HR functions with novel AI applications/software/algorithms is educating and entertaining.	3	.688
Ease of Usage Motive 4. I find it easy to make use of AI applications/software/algorithms to perform HR functions. 5. AI applications/software/algorithms in HR function offer clear and understandable interaction. 6. I am skilled at navigating through AI applications/software/algorithms for the HR function. 7. Overall, AI applications/software/algorithms for HR functions are easy to use.	4	.729

Usefulness Motive 8. AI applications/software/algorithms enable me to accomplish HR functions very quickly. 9. AI applications/software/algorithms enhance effectiveness in the HR function. 10. AI applications/software/algorithms in HR functions are useful. 11. AI application/software in HR function offers advantageous transactions/impact.	4	.844
Attitude of employees towards AI 12. I feel AI application/software/algorithms in HR function is wise. 13. I feel AI applications/software/algorithms in HR functions are good. 14. I feel AI applications/software/algorithms in HR functions are sensible. 15. I feel AI application/software/algorithms in HR function is a reward.	4	.837
Working/operation of AI application in HRM 16. Given a chance, I will continue the usage of AI application/software/algorithms in the HR function. 17. I am willing to utilize AI application/software/algorithms in HR functions in the near future. 18. I will continue using AI applications/software/algorithms in the HR function.	3	.876

The respondents of the questionnaire were presented with a Likert scale type of questionnaire, where they were asked to select their response to each question on the Likert scale, titled Survey on Artificial Intelligence (AI) in Human Resources Management (HRM). Respondents were asked to select from 1 to 5 what best represents their response to the question;

1 represents Strongly Disagree, 2 Stand for Disagree, 3 used to represent Neither Disagree nor Agree, 4 stand for Agree, and 5 represent Strongly Agree. Table 2 shows that Cronbach's Alphas range from 0.68 to 0.97 for all the aforementioned items and 111 accepted samples. The Cronbach's Alphas range result as regards the survey falls short of being an acceptable measure of reliability with internal consistency according to Maholtra (2007). According to (Hair et al, 2010) The reliability measure is adequate if Croh's Alpha α value is more than ($\geq$) 0.70. The study construct was assessed by making use of Cronbach's Alpha α . The outcome shows that the Innovation Motive (IM) scale with three items ($\alpha = .688$) however the deletion of the third item on the scale increases the internal consistency and reliability of the Innovation Motive, to a Cronbach's Alpha of ($\alpha = .704$) with two items. The Ease of Usage Motive (EM) Scale with four items has a Cronbach's Alpha of ($\alpha = .729$), the Usefulness Motive Scale (UM) with four items has a Cronbach's Alpha of ($\alpha = .844$), the Attitude of employees towards AI (AEA) scales with four items has a Cronbach's Alpha of ($\alpha = .837$) and similarly, the Workings/Operation of AI application (OAH) in HRM scale with three items has a Cronbach's Alpha of ($\alpha = .876$), thus the reliability of the items on the scale are found to be acceptable after deletion. The new reliability result is summarized in Table 3:

Table 3 Reliability Statistics.

Construct	No of Items	Alpha
IM	2	.704
EM	4	.729
UM	4	.844
AEA	4	.837
OAH	3	.876

4.2 DATA GATHERING PROCEDURE

The survey is primary data gathered via self-administered questionnaires from various respondents. The data-gathering process took a total of a month (from June 1-30, 2022). In total,

the responses received via the google form is 151 in number, however, 28 responses were deleted as it was not a fit for the survey, and another 12 responses were deleted because their standard deviation is less than .2 signifying that there is no correlation matrix within such response set. All questions on the Likert scales were made a compulsory answers for respondents as an option to skip any questions was not given.

4.3 RESEARCH RESULT

The study has a demographic profile that is mainly divided into three main sections which include Gender, Age and Years of experience. The google form document via which the data was collected provided a frequency and percentage result, shown in Table 3 is the result.

Table 4 Demographic Profile for Respondents

Demographic Profile for Respondents' Descriptive Statistics			
		Frequency	Percentage
Gender	Male	68	43
	Female	61.261	38.738
Age	18 – 24 years	24	21.62
	25 – 34 years	58	52.25
	35 – 44 years	22	19.82
	45 – 54 years	6	5.41
	55 – 64 years	0	0
	65 years & over	1	0.9
Years of Experience	1 – 5 years	51	45.95
	6 – 10 years	34	30.63
	11 – 15 years	15	13.51
	16 – 20 years	6	5.41
	21 – 25 years	4	3.60
	26 – 30 years	0	0
	31 years & Over	1	0.90

Given the data and figures in the aforementioned table 4 show that, out of the 111 respondents, the majority were male (68, 61.261%), while 43 of the respondents which represent (38.738%) are female.

In respect of age, the majority of respondents who are 58 in number or 52.25% represent the age group between 25-34 years. The minority of respondents is the age group of 55 – 64 years which had no representation at all (0%), the minority carder as regard representation is followed by the age group of 65 years and over with 1 respondent or 0.90%. As regards the years of experience the majority (51, 45.94%) years of experience ranges from 1-5 years, while for the minority, the range with the least respondent having the least years of experience is 26-30 years (0, 0%), followed by which is the 31years and over with 1 respondent or 0.90%.

Table 5 Means and Standard Deviations of all Variables of Conceptual Framework (n=111)

Number	Measure	Mean	Standard Deviation(SD)
	Innovation Motive		
IM1	I feel comfortable when making use of novel AI applications/software/algorithms to execute HR functions.	3.954954955	0.7554334985
IM2	When I make use of novel AI applications/software/algorithms to execute HR functions, I am more productive.	4.009009009	0.7290064261
IM3	Performing HR functions with novel AI applications/software/algorithms is educating and entertaining.	3.990990991	0.9240372916
	Average Scores of Innovative Motive	3.984984985	
	Ease of Usage Motive		

EM1	I find it easy to make use of AI applications/software/algorithms to perform HR functions.	4.045045045	1.01781904
EM2	AI application/software/algorithms in HR function offer clear and understandable interaction.	3.936936937	0.948776561
EM3	I am skilled at navigating through AI applications/software/algorithms for the HR function.	3.765765766	1.073699866
EM4	Overall, AI applications/software/algorithms for HR functions are easy to use.	3.918918919	1.023464661
	Average Scores of Ease of Usage Motive	3.916666667	
	Usefulness Motive		
UM1	AI application/software/algorithms enable me to accomplish HR functions very quickly.	3.945945946	0.7208333245
UM2	AI application/software/algorithms enhance effectiveness in the HR function.	4.135135135	0.7767625872
UM3	AI application/software/algorithms in HR function is useful.	4.162162162	0.7208333245
UM4	AI application/software in HR function offers advantageous transactions/impact.	3.981981982	0.7767625872
	Average Scores of Usefulness Motive	4.056306306	
	Attitude of employees towards AI		
AEA1	I feel AI application/software/algorithms in HR function is wise.	3.927927928	0.7538554422
AEA2	I feel AI application/software/algorithms in HR function is good.	4.054054054	0.8051856927
AEA3	I feel AI	3.981981982	0.7438845172

AEA4	application/software/algorithms in HR function is sensible. I feel AI application/software/algorithms in HR function is a reward.	3.801801802	0.7208333245
	Average Scores of Attitude of employees towards AI	3.941441441	
	Working/Operation of AI application in HRM		
WAH1	Given a chance, I will continue the usage of AI application/software/algorithms in the HR function.	3.954954955	0.8051856927
WAH2	I am willing to utilize AI application/software/algorithms in HR functions in the near future.	4.099099099	0.8783668283
WAH3	I will continue using AI applications/software/algorithms in the HR function.	4.027027027	0.7647582137
	Average Scores of Working/Operation of AI application in HRM	4.027027029	

Table 5. portray and shows the means and standard deviations of all the variables for the conceptual framework (n=111). Most respondents feel similar ways about measures with the highest means for each variable while the lowest means portray a larger number of respondents who have largely different thoughts about measures or questions.

Independent Variable Analysis

Analysis, namely exploratory factor analysis (EFA), Reliability Analysis and, Correlation Analysis for independent variables (Innovation, Ease of Usage and Usefulness Motive) are reported below:

Exploratory Factor Analysis (EFA) for independent variable:

Table 6 Initial KMO and Bartlett's Test for the Independent Variables

Kaiser-Meyer-Olkin Measure of Sampling Adequacy		.778
Bartlett's Test of Sphericity	Approx. Chi-Square	476.530
	Df	55
	Sig	< 0.001

Table 7 Initial Independent Variable Rotated Component Matrix

	1	2	3
UM2	.843		
UM1	.835		
UM4	.760	.337	
UM3	.759		
IM3	.627		.403
EM4		.854	
EM2		.759	
EM3		.568	
EM1		.566	.498
IM1			.867
IM2			.788

An EFA for the independent variable was performed using principal component analysis and varimax rotation was selected. The minimum for loadings of factors was set at 0.50. The communality of the scale, which indicates the amount of variance accommodated in each dimension, was also assessed to make certain acceptable levels of explanation. Judging by the result all communalities are over 0.50.

The overall significance of the correlation matrix for the independent variable was carried out through Bartlett's Test of Sphericity, which provides a measure of the statistical probability of the correlations matrix having significant correlations among some of its components. The results of the dataset were significant, $X^2(n=111) = 476.530$ ($p < 0.0001$), indicate its suitability for factor analysis. The Kaiser-Meyer-Olkin measure of sampling adequacy (MSA), which indicates the appropriateness of the data for factor analysis, was 0.778, which is above the threshold of 0.7, which indicate adequacy and appropriateness for factor analysis. The factors solution that was derived from the analysis yielded three factors for the scale, which accounted for 65.842 percent of the variation in the data.

Nonetheless, this initial EFA witness the problem of multiple loadings (i.e "IM3: Performing HR functions with novel AI applications/software/algorithms is educating and entertaining.", "UM4: AI application/software in HR function offers advantageous transactions/impact.", "EM1: I find it easy to make use of AI applications/software/algorithms to perform HR functions.") are loaded onto more than one factor Hence, the three items were removed from further analysis.

The author repeated the EFA without including some of the multiple loadings. The results of this confirmed the dimensional structure theoretically defined in research table 9 below.

Table 8 Final KMO and Bartlett's Test for the Independent Variables

Kaiser-Meyer-Olkin Measure of Sampling Adequacy		.704
Bartlett's Test of Sphericity	Approx. Chi-Square	279.350
	Df	28
	Sig	<0.001

Table 9 Final Independent Variable Rotated Component Matrix

	1	2
UM2	.892	
UM1	.844	
UM3	.797	
EM1		.783
IM1		.712
IM2		.642
EM3		.598
EM4		.582

The final Independent Variable Kaiser-Meyer-Olkin (MSA) was 0.704. The

factors extracted have been reduced to two and the two factors cumulatively explained a total of 57.833 percent of the variance among the items made use of by the independent variable. All the communalities were over 0.50, the required value, and also Bartlett's Test of sphericity is significant. The two factors identified as part of this EFA of this research. Factor 1 includes UM1, UM2, and UM3 referring to Usefulness. Factor 2 gathers items EM1, EM 3, EM4, IM1 and IM2 which will now be referred to as Simplicity Motive.

Reliability Analysis for independent variable:

Reliability Analysis for Simplicity Motive

Table 10 Initial reliability analysis table for simplicity motive

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	No of items
0.699	.710	5

The outcome shows that the new Simplicity Motive (SM) scale with five items ($\alpha = .699$) is below the accepted 0.70 however the result has shown that with the deletion of EM4 on the scale, the internal consistency and reliability of the Simplicity Motive will increase to a Cronbach's Alpha of ($\alpha = .710$) with four items.

Table 11 Final Reliability Analysis Table for Simplicity Motive.

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	No of items
0.710	.721	4

Reliability Analysis for Usefulness Motive

Table 12 Reliability Analysis Table for Usefulness Motive

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	No of items
0.824	.824	3

The Usefulness Motive (UM) Scale with three items has a Cronbach's Alpha of ($\alpha = .824$), which is over 0.70, thus the reliability of the items on the scale is found to be acceptable.

Correlation Analysis for independent variable:

Table 13 Correlation analysis Matrix Table

	UM	SM
UM	1	
SM	.355**	1

****.** Correlation is significant at the 0.01 level

Pearson correlation doesn't provide information about cause and effect, causation, or the influence of one variable over the other. It is just the analysis of the relationship, the strength of the relationship, showing how strong the variables are related to each other.

The Pearson correlation of the variables was found to be of low positive value between 0.3 to 0.5 among the Usefulness and the Simplicity motive variable loaded however the correlation analysis of both variables is found to be statistically significant. Usefulness Motive (UM) and Simplicity Motive (SM) have positive value of ($r=0.355$, <0.01).

Mediating Variable (Attitude of Employees Toward AI (AEA)) Analysis

Table 14 Exploratory Factor Analysis (EFA) for Mediating variable

Kaiser-Meyer-Olkin Measure of Sampling Adequacy		.740
Bartlett's Test of Sphericity	Approx. Chi-Square	189.041
	df	6
	Sig	< 0.001

The results of the dataset of the mediating variable were significant, $X^2(n=111) = 189.041$ ($p < 0.0001$), indicating its suitability for factor analysis. The Kaiser-Meyer-Olkin measure of sampling adequacy (MSA), which indicates the appropriateness of the data for factor analysis, was 0.740, which is above the threshold of 0.7, which indicate adequacy and appropriateness for factor analysis. However, the factors solution that was derived from the analysis was just one, which proved the Mediating variable (AEA) to be Univariate.

Table 15 Reliability Analysis for Mediating Variable (AEA).

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	No of items
0.837	.841	4

The mediating variable which is the Attitude of Employee towards AI (AEA) Scale with four items has a Cronbach's Alpha of ($\alpha = .837$), which is over 0.70, thus the reliability of the items on the scale is found to be acceptable.

Dependent Variable (Operation of AI in HRM (OAH)) Analysis.

Table 16 OAH KMO

Kaiser-Meyer-Olkin Measure of Sampling Adequacy		.742
Bartlett's Test of Sphericity	Approx. Chi-Square	171.891
	Df	3
	Sig	< 0.001

The results of the dataset of the mediating variable were significant, $X^2(n=111) = 171.891$ ($p < 0.0001$), indicating its suitability for factor analysis. The Kaiser-Meyer-Olkin measure of sampling adequacy (MSA), which indicates the appropriateness of the data for factor analysis, was 0.742, which is above the threshold of 0.7, which indicate adequacy and appropriateness for factor analysis. However, the factors solution that was derived from the analysis was just one, which proved the Dependent variable (OAH) to be Univariate.

Table 17 Reliability Analysis for Dependent Variable (OAH)

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	No of items
0.876	.879	3

The mediating variable which is the Operation/Working of AI in HRM (OAH) Scale with three items has a Cronbach's Alpha of ($\alpha = .876$), which is over 0.70, thus the reliability of the items on the scale is found to be acceptable.

Correlation Analysis between Mediating variable and Dependent Variable:

Table 18 Correlation analysis Matrix Table

	AEA	OAH
AEA	1	
OAH	.658**	1

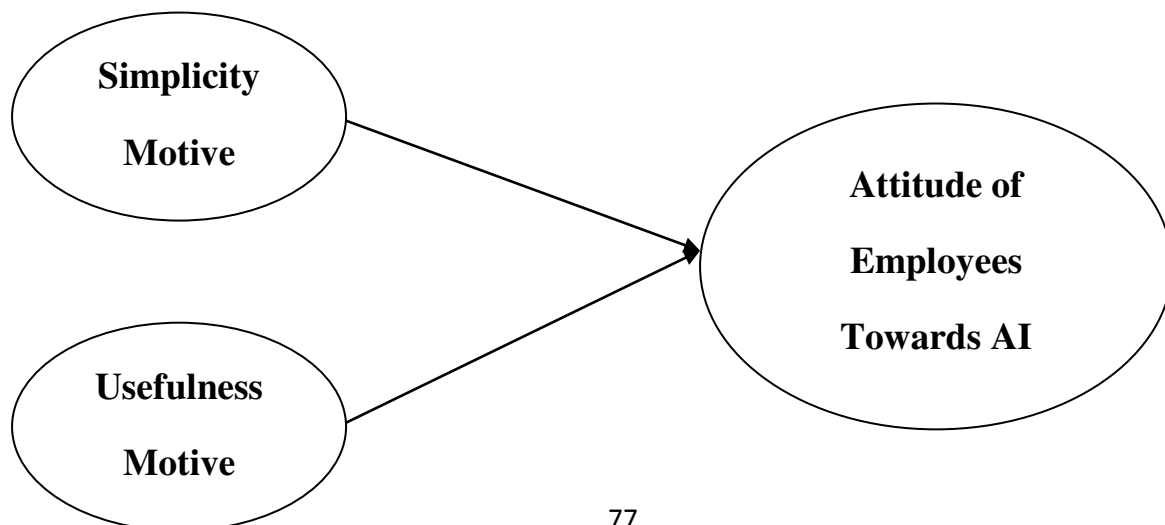
****.** Correlation is significant at the 0.01 level

The Pearson correlation of the variables was found to be of moderate positive value between 0.5 to 0.7 among the “Attitude of Employees towards AI (AEA)” and “Operation of AI in HRM (OAH)” variables loaded. The correlation analysis of both variables is found to be statistically significant. AEA and OAH have positive value of ($r=0.658$, <0.01).

REGRESSION ANALYSIS

Regression Analysis between Independent Variable and Mediating AEA Variable Analysis.

Figure 4 Regression analysis Model between IV and DV part 1.



The Problem:

To investigate if the Simplicity Motive has a significant impact on the attitude of employees towards AI (AEA)

Hypothesis:

H1: There is a significant impact of the Simplicity Motive on the attitude of employees towards AI (AEA).

The Hypothesis test: if the Simplicity Motive (SM) carries a significant impact on AEA. SM significantly predicted AEA, $F = 11.759$, $P < 0.001$ which means that SM can play a significant role in shaping AEA ($b = 0.312$ $P < 0.001$). These results direct the positive effect of AEA. Furthermore, the $R^2 = 0.097$ Depicts that the model explains 9.7% of the variance in AEA. Table is shown below.

Result for Regression analysis between SM and AEA

Table 19 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.312 ^a	.097	.089	.62050

Table 20 ANOVA^a

	Model	Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	4.527	1	4.527	11.759	<.001 ^b
	Residual	41.967	109	.385		
	Total	46.494	110			

Table 21 COEFFICIENTS

Model		Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.	Collinearity Statistics	
		B	Std. Error				Tolerance	VIF
1	(Constant)	2.630	.387		6.800	<.001		
	SM	.333	.097	.312	3.429	<.001	1.000	1.000

Dependent Viarable AEA

The Problem:

To investigate if the Usefulness Motive has a significant impact on the attitude of employees towards AI (AEA)

Hypothesis:

H2: There is a significant impact of the Usefulness Motive (UM) on the attitude of employees towards AI (AEA).

The Hypothesis tests, if the Usefulness Motive (UM) carries a significant impact on AEA. UM significantly predicted AEA, $F = 152.988$, $P < 0.001$ which means that UM can play a significant role in shaping AEA ($b = 0.764$ $P < 0.001$). These results direct the positive effect of AEA.

Furthermore, the $R^2 = 0.584$ Depicts that the model explains 58.4% of the variance in AEA. The table is shown below.

Result for Regression analysis between UM and AEA

Table 22 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.764 ^a	.584	.580	.42127

Table 23: ANOVA^a

	Model	Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	27.150	1	27.150	152.988	<.001 ^b
	Residual	19.344	109	.177		
	Total	46.494	110			

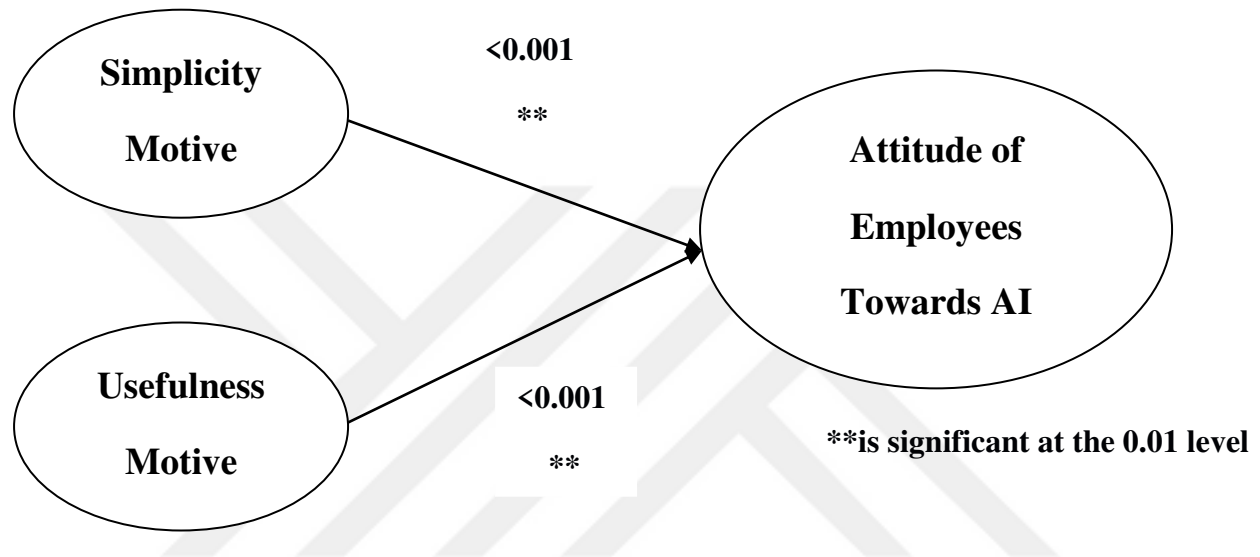
Table 24 COEFFICIENTS

	Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.	Collinearity Statistics	
		B	Std. Error				Tolerance	VIF
1	(Constant)	.815	.256		3.186	.002		
	UM	.766	.062	.764	12.369	<.001	1.000	1.000

Dependent Viarable AEA

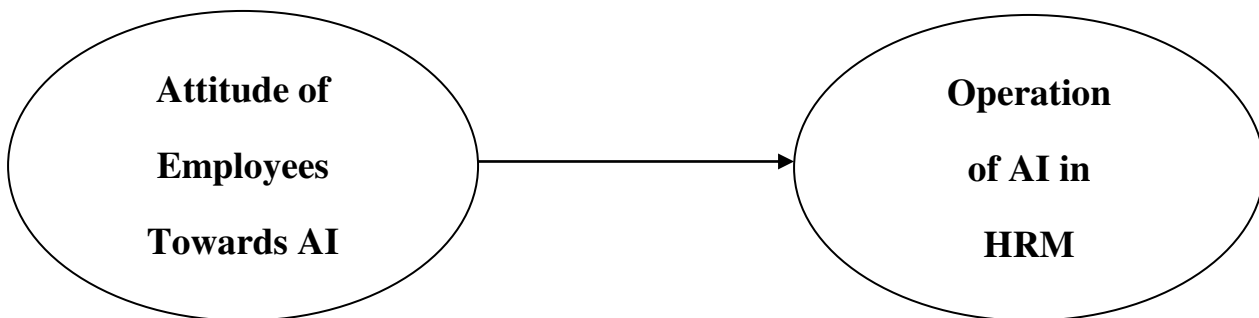
Figure 5 Regression analysis Model between IV and DV part 1

Result



Result for regression between AEA and OAH

**Fig 6 Regression analysis Model between IV and DV part 2
(concluding part)**



The Problem:

To investigate if the Attitude of Employees towards AI(AEA) has a significant impact on the Operation/working of AI in HRM (OAH)

Hypothesis:

H3: There is a significant impact of AEA on OAH

The Hypothesis test: if AEA carries a significant impact on OAH. AEA significantly predicted OAH, $F = 83.213$, $P < 0.001$ which means that AEA can play a significant role in shaping OAH ($b = 0.658$, $P < 0.001$). The result directs the positive effect of AEA. Furthermore, the $R^2 = 0.433$ Depicts that the model explains 43.3% of the variance in OAH. The table is shown below.

Result for regression between AEA and OAH

Table 25 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.658 ^a	.433	.428	.38093

Table 26 ANOVA^a

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	12.075	1	12.075	83.213	<.001 ^b
	Residual	15.817	109	.145		
	Total	27.892	110			

Table 27 COEFFICIENTS

Model	Unstandardized Coefficients		Standardized Coefficients Beta	T	Sig.	Collinearity Statistics	
	B	Std. Error				Tolerance	VIF

1	(Constant)	1.012	.223		4.534	<.001		
	AEA	.510	.056	.658	9.122	<.001	1.000	1.000

Dependent Viarable OAH

**Figure 7 regression analysis Model between IV and DV part 2
(concluding part) Result**

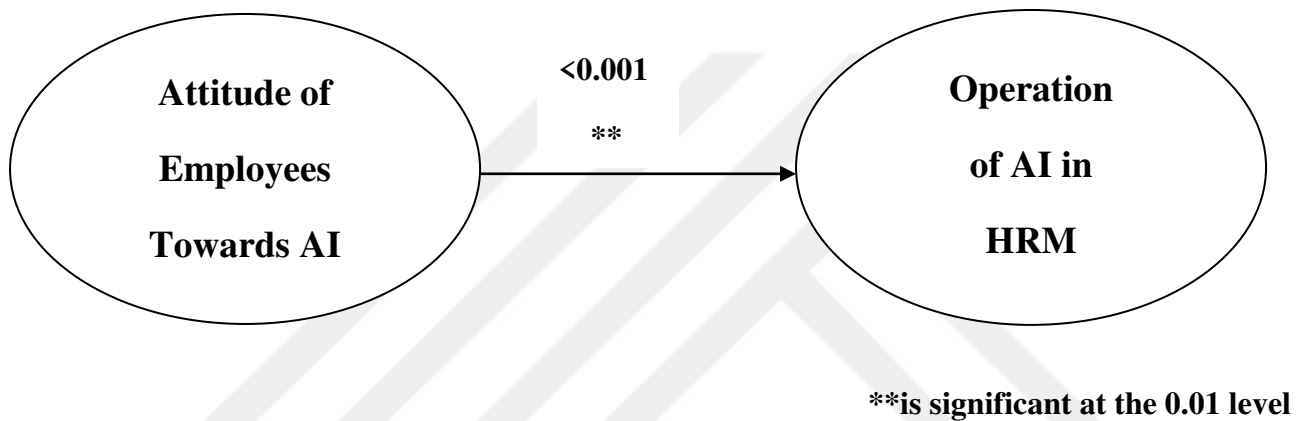


Table 28 Regression Table Summary

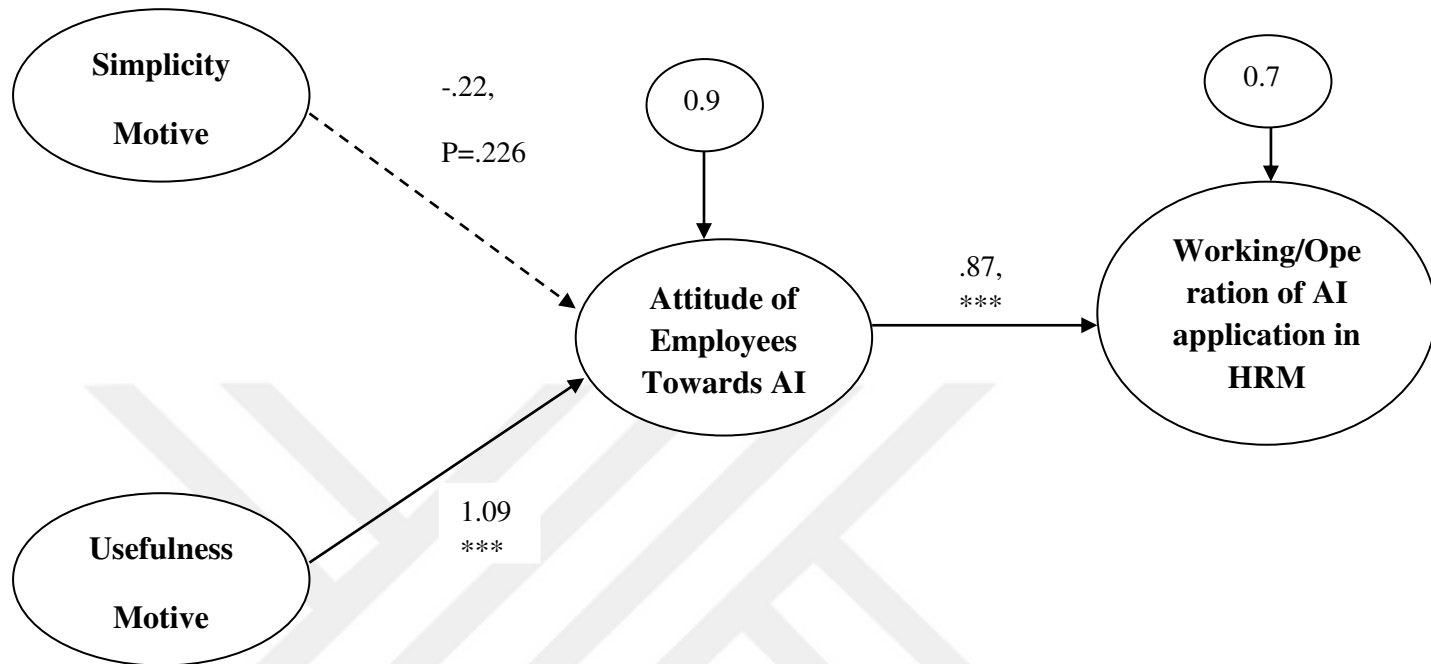
Hypothesis	Regression Weight	Beta Coefficient	R²	F	P-value	Hypotheses Supported
H1	SM → AEA	.312	.097	11.759	.000	Yes
H2	UM → AEA	.764	.584	152.988	.000	Yes
H3	AEA → OAH	.658	.433	83.213	.000	Yes

Table 29 for data CMIN/df=, NFI=, IFI=, TLI=, CFI=, SRMR=, RMSEA=

Fit Indices	Recommended Value	Sources (s)	Obtained Value	Interpretation
P	>0.05	Hu and Bentler (1999)	0.109	Significant
CMIN (Chi-Square/df)	Between 1 and 3	Less than 2 (Ulma 2001) to 5 (Schumacker & Lomax, 2016)	1.688	Excellent
NFI	> .90	Hair et al (2010)	.902	Excellent
IFI	> .90	Hair et al (2010)	.958	Excellent
TLI	> .90	Bentler (1990)	.932	Excellent
CFI	> .90	Bentler (1990)	0.956	Excellent
SRMR	<.08	Hu and Bentler (1999)	0.061	Excellent
RMSEA	<.06	Hu and Bentler (1999)	0.079	Acceptable

The results of SEM show that the unstandardized regression weight is significant by the critical ratio test ($CR > \pm 5.343$, $p < .05$) with the usefulness motive, however, the relationship between the simplicity motive and the attitude of employees toward AI application is insignificant. The explained variances as regards all independent variables are represented by the square multiple correlations. The percentage of variance explained ranged from 0.186, or 18.6% (Simplicity Motive) to 0.977, or 97.7% (Attitude of employees towards AI application). The solid lines stand for the hypotheses supported by the findings while the dotted lines stand for those hypotheses not supported by the findings. The arrows pointing to latent constructs of the attitude of employees towards AI application and the Operation/Working of AI in HRM stand for the unexplained (residual) variance for these two factors.

Figure 8 Structural Path Model with Summary of Findings



According to the above structural path model with standardized path coefficient (Figure 8), the Usefulness motive had a significant and positive impact on the attitude of employees towards AI application (β or standardized regression weight= 1.091, $p < .001$). However, the Simplicity motive has no significant impact on the attitude of employees towards AI application (β or standardized regression weight= $-.216$, $p > .05$). In conclusion, the attitude of employees towards AI application had a significant impact on the Operation of AI in HRM ($\beta = .873$, $p < .001$).

5 DISCUSSION AND EVALUATION

5.1 RESULT AND RESEARCH OBJECTIVES

The research was able to satisfy two main objectives. The first objective role was to find out whether the attitude of employees towards AI application in HRM motive, which consists of usefulness motive and simplicity motive do have a significant influence on the operation/working of AI in HRM functions. The result shows that the attitude of employees towards AI motive except simplicity motive had a significant impact on AI application towards HRM function. H2 is supported by findings, Usefulness motive played a significant part in influencing the attitude of employees towards AI application in HRM. However, H1 is not supported by the findings. It is assumed that HRM professionals, employers and employees may not pay too much attention to the simplicity of using AI applications in HRM or innovation because as of the time of filling the questionnaire respondents were already skilled at using the AI adopted in their various organisations, a likewise new method or innovation wasn't a right anymore to describe those AI. Put differently, other industries or even other countries except for Turkey where the survey is conducted might consider simplicity a significant element of the attitude of employees towards AI application in HRM.

Table 30 A summary of Hypothesis testing.

NO	Path of Relationship	Unstandardized Regression Weight	Critical Ratio (CR)	P-value	Hypotheses Supported
H1	Simplicity Motive had a significant impact on the attitude of employees towards AI applications in HRM functions.	.324	1.212	.226	No
H2	Usefulness motive had a significant impact on the attitude of employees towards AI application in HRM functions.	.184	5.543	.000	Yes
H3	Attitude of employees towards AI application in HRM functions had a significant impact on the Operation of AI in HRM functions.	.105	7.967	.000	Yes

The other objective was to mainly find out whether the attitude of employees towards AI applications in HRM functions has a significant impact on the operations of AI in HRM functions. The empirical evidence proves that employees' attitudes had a significant impact on the operations of AI in HRM functions. Hypothesis 3 was supported, in that employees' favourable attitude towards methods, means, medium or tools tend to perform.

5.2 RESEARCH IMPLICATIONS

The research implication of this study gives some useful implications for AI operation in HRM and the attitude of employees towards it. The result of the research shows both consistency

and differences from the theory of TAM. Although the study finding portrays that the simplicity motive isn't significant in influencing employees' attitudes towards AI operation in HRM, it is expected that the simplicity motive, which largely represents ease of usage be taken into account when developing and deploying AI in the operation of the HR function. HRM practitioners, employers, and employees should still pay attention to providing a pleasant working experience with AI in HRM. Many HRM practitioners, employers, and employees enjoy AI experience in HRM through the effective performance management system, automated Chat bot response, real-time monitoring, training method, or cogent procedural recommendations. Likewise, the simplicity motive will also include, the operation of application or software, ease of subscription, access, payment, operation, and function tracking, etc. Additionally, the Usefulness motive should be paid attention to by HRM practitioners, employers, and employees as regards the operation of AI in the HR function. AI in HRM users, reinforce software and application they find useful. Usefulness for AI in HRM users is the ability of a tool that helps employers, employees, and HR professionals to fulfil HR functions, with greater data collection, and faster data analysis, in their goals, helping with saving time, saving cost, and ensuring speedy implementation.

Mobile Applications, Gaming, Cloud Computing, Data Analytics, Social Media, etc, Allow users to acquire and compare information, to bring about better utilization, productivity, performance, and reward as regards Human resources. Fulfilling users' experience will motivate employees' attitudes and intentions toward AI in the HR function in the end.

5.3 GENERAL DISCUSSION

Given that AI's impact on HRM is largely supportive, the rapid pace of acceptance, selection, and potentially exponential growth witnessed is expected. Thus, AI is being projected as the new electricity, however, the mass positive review and favouring of the benefit of AI in HR functions keep the potential pitfalls behind the evolving AI practice in HRM overshadowed. This study work to examine both the bright side of AI in HRM and the dark side of AI in HRM. The benefit of AI is largely driven by customization and enhanced human resources management efficiencies. While the downside of AI in HRM includes an inadequate set of data and a lack of

human touch or input. Put differently, the study shows that we expect algorithms to perform perfectly and might be asking for too much of ourselves.

Human resources need the input of human emotion and not just machine rationality. Organizations and employers seek employees with the utmost character and impeccable product-making or service delivery ability to clients thus it is easier to go through candidate resumes, conduct interviews, and analysis their work history. All of these are partly or wholly been conducted or aided by AI in the HRM field, however employees, on the other hand, seek security, provisioning, promotion, achievement, recognition, responsibility, and advancement (organizational behaviour, 2-factor theory) from organizations and employers. This is an aspect where AI is lacking, where AI isn't much available to be deployed for the use of individual employees' needs. HRM as a whole represent both the workings and the needs of both employees and employers, however, the AI working in the field of HRM has witnessed more advancement in the organization and employers' needs and interests as opposed to that of the employees. Thus, most of the usefulness motives and by extension the model structure recorded as being supportive of the operation of AI in HRM coming out of the sphere of employers' interest and benefit.

HRM list recruitment and selection of candidates for an organisation as one of its important aspect, since its work involves the choice of individuals (Humans), screening candidate based on characteristics, motivation, values, competencies that align with the company's strategic goals, capable of helping companies to initiate, plan and implement actions that bring about organisation progress or lead it to success through its chosen employees. According to Bitencourt (2005) skills are qualifications that candidates possess as part of their ability to perform their job satisfactorily. The recruitment of employees consists of the objective of attracting, screening, and recruiting the best talent to fill the vacant position, to ensure the production people need for the organisation (Marras, 2017). However, with the rising number of AI used for recruitment, a sizeable number of HR professionals still go with their gut feelings. Sometimes most hiring manager makes the final decision on a candidate within the first 60 seconds of meeting such a candidate, often time what influence their decisions are look, attire or outfit, speech, or even handshake. Fortunately and unfortunately, sometimes what makes a good and high-performing candidate turn employee is also what brings about a high turnover rate,

regardless of the type of AI application or software employed. According to certain studies in organisational behaviour, conscientiousness and extraversion are the two strongest predictors of needed job search behaviour, candidates with this set of personality dimensions are said to be gregarious, assertive, dependable, well known to be inspired by challenges, and never shy away from tackle obstacles, they are often sorted after especially when the organisation is in its infancy or facing an appalling crisis. However, both conscientiousness and extraversion personality dimensions may be prone to risky decision-making, exhibiting violent behaviour, feeling dissatisfied when work/job begins to feel less challenging, and counterproductive work behaviour. Given that the rationality prowess of AI has its lapses and the cognitive ability of humans has its limit, thus combining both AI rationality and efficiency with Human spontaneous ingenuity needs to efficiently manage Human Resource function. Attracting, Screening, Recruiting, and Sustaining the right talent, requires an effective collaboration of AI and human touch from HR professionals, to bring about an effective transformation and not let division regress the possible collaboration's full potential.

Amazon is one of the companies known to be at the forefront of AI technology however even Amazon fall short of making algorithm effectively sufficient, especially towards gender neutrality. Amazon's shortfall with AI developed and deployed showed that AI could be a victim of bias or prejudices, as against the popular notion that algorithms are supposed to be free from any form of bias or prejudices that colour possible output or outcome. Essentially, it must be known that from different sources, algorithms can unintentionally or unconsciously learn bias. Sources that contribute to AI bias include the data used to train AI, people making use of the AI, and even some unrelated factors. AI algorithms operate primarily with training on observing and identifying a pattern in the dataset to predict the possible outcome. In the case of Amazon, the AI algorithm deployed made use of data from CVs submitted to the organisation over a decade, to screen out wrong choices and spot the best candidates. However, given the low percentage of women seeking a job or taking up a paid job in a technological company in that particular decade, the data the algorithm was presented with spotted male dominance and essentially took it as a factor for high performance. Algorithms are often known to use their prediction as a way of perfecting their accuracy, thus it was easy for Amazon Algorithm to fall victim to bias, prejudice, and even sexism against female candidates. Put differently, AI can fall short when it concerns a lack of diversity with the data set it has to work with, AI needs access to data with a true

presentation that includes every possible sphere there is, data-rich in its diversity of what is obtained in the larger population. However, this sort of problem isn't only AI inclined or solely caused by AI, it needs to be said that the data often used to train AI are sometimes created by humans, which allows AI algorithms to inherit some form of human traits like discrimination and bias. Thus the way forward isn't about the positive or the dark side of AI or about the lapse of humans (HR professionals), it is about an efficient collaboration of both.

The human world has been suitable largely due to our consistent productive measures. Productiveness is our life, home, and even in our workplace. That productiveness in recent years has constantly been aided by Technology and AI, to the extent that these days, our productiveness, and progress are often Synonymous with AI Technology. No one is spared, every walk of life is included and no sector seems to have escaped it, not even Human Resources Management. No doubt the wave of AI technology in the Human Resource Department is growing, with the move from Big Data, to Machine Learning to AI performing HR tasks that usually require Human Cognition which includes decision-making. This will challenge the future of AI with employees perceiving any form of cognitive AI as a threat especially to their job security, judging by the growing number of machines, AI, and technology that are being deployed to optimize operation in HR functions as against the number of employees.

In reality, the vast majority of advanced technology is made and used for the benefit of humankind not for its obliteration. HR now has to assure employees of their skills while automating the redundant parts of their jobs. Possible challenges HR could face implementing this kind of act are;

- a) Resistance to change: Technology is far from being a silver bullet that will magically solve all problems and effectively get rid of them all unless employees are more welcoming to change. People normally are not open to change unless it comes under the banner and guise of urgency. Which is one of the main reasons, the result of this research shows that the Usefulness motive, which can be regarded as something urgent with productive organization, is supportive of AI working against the Simplicity motive. Open communication on digital transformation and its execution can help ease the strength of this problem.

- b) Leadership and employees support: The pursuit of AI technology implementation in HRM can only be executed when it has strong leadership support and motivation however it requires employees' support and motivation for effective operations. This research support has shown both parties can gain their support and motivation motive under the need for Usefulness and that should be the focus of HR professionals when seeking to apply AI in HR functions.

To compete with AI and advanced machines the real challenge presently lies inside the respective HR – departments and how well they prepare and re-transform their workforce in understanding AI and figuring out a collaborative working relationship with AI. However absolutism lies nowhere, certainly not with the operation of AI, the further the working of AI in HRM is automated, the closer we get to a stage where it will be decreasingly cost, social, and environmentally efficient. In cases where HRM has to combine HR function and line manager duties, it becomes a much more difficult task for AI in HRM to execute because it remains a multi-disciplinary work and as such it requires the Human mind, touch and input. The constant lack of AI emotional intelligence in its operations makes it imperative for more human insight, especially when dealing with employees since organizations operate in a world that keeps evolving, and in the process of its evolution; it keeps generating novel issues/problems. The worry is that changing the basic working of traditional HR functions with AI will come with a lot of unforeseen consequences and not of all the consequences will be productive or even conceivable. Automating HR functions through AI will mostly take control out of the hands of humans and put it more into the control of AI machines, which is not entirely good since our aim isn't to turn HRM into Machine Resources Management. Ultimately, the notion that the introduction of technology as impactful as AI in the HR function would be purely beneficial is highly unlikely. This research shows that AI practices support HR functions however it does not give absolutism, since we can see that not all its motives are supported, likewise we can't say HR professionals working in the operation of HRM are devoid of error. Thus, It is best for HRM as an industry should focus on how to adequately balance the efficient and effective working of AI which should be largely influenced by Human/personnel (HR professionals) touch for its working or operating in HR functions. Thus, the critical application of AI in HR functions requires a new lens that can see and examine beyond technical practices and refashion intrinsic interdisciplinary practice of AI development in HR functions (Yusra et al, 2020). It is expected

that a cybernetic practice will need to be introduced to training engineers, data scientists, designers, and also HR professionals to build, operate, and manage AI deployment and operation in HRM. Ultimately, employees too must be sensitized about the abilities, assumptions, and limitations of deploying AI systems in HR functions, to make informed dissent desirable and attainable.



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APPENDIX A. STRUCTURED QUESTIONNAIRE

Dear participant,

This questionnaire form is related to the application part of the Master in Business Administration dissertation that is being conducted within the Beykoz University Faculty of Business in relation to Artificial Intelligence operation in human resources management.

This questionnaire, which you will answer by taking the time out of your precious time, serves a research conducted for a purely academic purpose. The scope of the research includes the Human Resources officers, employees, directors, managers and staffs. The answers to be sent will be kept strictly confidential and the results obtained will be sent to those who wish from the enterprises participating in our research in the form of general and average characteristics without specifying with names.

We would like to request that our questionnaire be filled out by the appropriate personnel and we would like to thank you for your interest and wish you success in your work.

Best regards...

Research Supervisor :

Research Advisor :

General Information (Please Mark X or fill it out in full)	
Gender :	☐ Male ☐ Female
Age:	☐ 18-24 Years ☐ 25-34 Years ☐ 35-44 Years ☐ 45-54 Years ☐ 55-64 Years ☐ 65 Years & Over
Years of Experience:	☐ 1-5 Years ☐ 6-10 Years ☐ 11-15 Years ☐ 16-20 Years ☐ 21-25 Years ☐ 26-30 Years ☐ 31 Years & Over
Experience working with AI:	☐ Yes ☐ No

PART 1 The following statements are related to ‘Innovativeness’ of Artificial Intelligence Application/Software/Algorithms in Human Resources Function. After carefully reading the statements, please mark (X) to what extent you agree or disagree.	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree
1. I feel comfortable when making use of novel AI applications/software/algorithms to execute HR function					
2. When I make use of novel AI applications/software/algorithms to execute HR functions, I am more productive.					
3. Performing HR functions with novel AI applications/software/algorithms is educating and entertaining.					

PART 2 The following statements are related to ‘Ease of Usage’ of Artificial Intelligence Application/Software/Algorithms in Human Resources Function. After carefully reading the statements, please mark (X) to what extent you agree or disagree.	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree
1. I find it easy to make use of AI applications/software/algorithms to perform HR functions.					
2. AI application/software/algorithms in HR function offers clear and understandable interaction.					
3. I am skilled at navigating through AI applications/software/algorithms for the HR function.					

4. Overall, AI applications/software/algorithms for HR functions are easy to use.					
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PART 3 The following statements are related to ‘Usefulness’ of Artificial Intelligence Application/Software/Algorithms in Human Resources Function. After carefully reading the statements, please mark (X) to what extent you agree or disagree.	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree
1. AI application/software/algorithms enable me to accomplish HR functions very quickly.					
2. AI application/software/algorithms enhance effectiveness in the HR function.					
3. AI application/software/algorithms in HR function is useful.					
4. AI application/software in HR function offers advantageous transactions/impact.					

PART 4 The following statements are related to ‘Attitude of employee’ towards Artificial Intelligence Application/Software/Algorithms in Human Resources Function. After carefully reading the statements, please mark (X) to what extent you agree or disagree.	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree
1. I feel AI application/software/algorithms in HR function is wise.					
2. I feel AI application/software/algorithms in					

HR function is good.					
3. I feel AI application/software/algorithms in HR function is sensible.					
4. I feel AI application/software/algorithms in HR function is a reward.					

PART 5 The following statements are related to 'Working/Operation' of Artificial Intelligence Application/Software/Algorithms in Human Resources Function. After carefully reading the statements, please mark (X) to what extent you agree or disagree.	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree
1. Given a chance, I will continue the usage of AI application/software/algorithms in the HR function.					
2. I am willing to utilize AI application/software/algorithms in HR functions in the near future.					
3. I will continue using AI applications/software/algorithms in the HR function.					

RESUME

Education Information

- **MBA (with Thesis):** Beykoz University, Graduate School, Business Administration Department, 2022 (Present).
- **BA:** Obafemi Awolowo University, Faculty of Art, Philosophy Department, 2009 – 2014.

Professional Experience

- **Executive Director/HR Manager** - Calidad Human Health and Development Initiative, (2015- Still Date)
- **Lecturer** -School of Hygiene, (2015 - 2016).
- **Sales Representative/Field Supervisor** – Saxifrage Outreach, (2007 – 2012).

Event Hosted

- Adolescents and Young People Health and Development Kano, October 2017.
- Edutainment Resisting Aids (ERA) For Adolescents, July 2018.

Volunteer/Community Activities

- One.org
- Human Right Commission, Nigeria

Professional Development

- Young African Leaders Initiative, Accra Ghana- Certificate on Civic Leadership.
- One.Org- Certificate of Civic Leadership.
- Universita Bocconi, Italy- Certificate of Participation, Entrepreneurial Studies.
- UNICEF Nigeria- Certification of being Adolescent friendly.
- World Bank Youth Summit- Certificate of Participation, Unlocking the Power of Inclusion for Equitable Growth.