
REVIEW ARTICLE: THE IMPACT OF AI APPLICATION IN HRM SYSTEM

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Abstract

In the modern global economy, if organizations aim for competition, they must find strategies to collaborate in the interactions of AI (artificial intelligence) and human resources in decision-making. Today, AI technology has become important in human resource managers in organizations for recruitment, training, selection and development, performance management and retention of top talent. So, this work conducted with to verify the extent of the application of AI technology in the human resource management (HRM). In this article, using the review method and studying the correct domestic and foreign articles in various databases, the history of AI and its definitions, the application of AI in management, the impact of AI on human resource functions, applications of AI and intelligence in recruitment, selection and attraction of talents, the role of AI in performance management, the potential results of AI technologies in HRM, and the disadvantages of AI processes in HRM were explained. According to the study, in HRM, AI technology can save time and money, increase accuracy, reduce fraud and eliminate bias in attracting and hiring talented applicants, process tasks with high power, access comprehensive data, perform complex tasks and increase the efficiency and productivity of employees. There is no doubt that AI has a promising future in HRM; like any other change, the development of the use of AI in human resources is full of problems and doubts, and the integration of AI into human resource processes has drawbacks and challenges. To address these drawbacks and challenges, it is suggested to include some kind of human oversight in human resource processes with the help of artificial intelligence. In addition, it is suggested to conduct more systematic studies and research in this area.

Keywords: Talent management, performance management, human resources functions.

Introduction

AI is an emerging technology unceasingly changing human life and has significantly impacted all areas of the business world. AI has flourished usefully in every field including HRM (Hemalatha et al., 2021). According to Lovelock et al. (2018), the AI industry reached a staggering value of \$1.2 trillion in 2018, with 61% of companies reportedly using AI. No one would have expected the astonishing rise of AI technologies at such a rapid pace. However, justifying this remarkable growth from a business perspective makes a lot of sense. AI has the potential to increase profitability by up to 30%. These numbers are increasing at such an alarming rate that policymakers and academics are finding it extremely difficult to keep up with this increase. Despite this promising trend, the field of AI in the selection and hiring process of job applicants is still lagging. According to experts, the theoretical literature

in the field of AI is overly optimistic and paints an overly positive picture. On the academic side, the theoretical literature is almost nonexistent. Initial research, conducted in the form of interviews with a variety of recruitment and selection professionals, including HR managers, consultants, and academics, to assess the extent to which specific AI applications are being used in practice, suggests that professionals currently have the highest level of confidence in three areas: chatbots, software of screening, and tools of task automation. The majority of the companies that use AI tools in the recruitment and selection process are large, technology-focused companies. Ultimately, despite the tremendous rate of AI adoption, companies have not yet reached the tipping point; they do not like investing in AI technology for enrolment and choices (Albert, 2019). According to new research, 38% of organizations use AI in the workplace, and 62% expect to use AI soon. According to a Deloitte report, 33% of employees are willing to use AI in their future workplace. If repetitive tasks are performed by digital systems and automated software, HR will have more time to innovate and create. IBM is implementing an AI system to answer most of the critical questions of new employees to improve productivity. Statistically, an AI system learns and forecasts probable results and decisions according to several criteria. AI can be integrated with emotional intelligence, because different robots utilize machine learning, logic, structured programming, and the ability to recognize human emotions. These machines also provide information for guidance, direction, thinking, acting, and managing emotions in a dynamic and changing environment. These modern systems, both digitally and humanly, can help users make rational decisions. AI replaces routine tasks with less human intervention. AI can be used to screen resumes and automated text messages, as well as in background checks of job applicants. The global HR management industry reaches \$30 billion by 2025. Advances in technology, AI, and machine learning in HR jobs make professionals implement traditional practices with greater ease and speed. Many HR professionals plan to invest in areas such as predictive analytics, AI, and other automation processes in the next two years. HR spends time sifting through thousands of CVs submitted by online recruitment portals, helping the organization process and find the right candidates for jobs in an unbiased manner (Bhardwaj et al., 2020).

History and Definitions of Artificial Intelligence

AI has emerged in all fields during the past two decades. AI technologies have begun to grow steadily in tourism, medicine, management, engineering, agriculture, transportation etc and have entered both social and commercial environments. As with the Internet and social media, AI will soon change a part of human life. Kaplan says in his article entitled "A Brief History of Artificial Intelligence: On the Present, Past, and Future of Artificial Intelligence": AI is "The ability of a system to correctly interpret external data, learn from this data". This learning achieves specific aims and tasks by flexible " (Nawaz et al., 2024). According to Ginni Rometty, CEO of IBM, AI technologies are technologies that aim to enhance human intelligence.

In general, we see a future where humans and machines fully cooperate; in fact, this mutual relationship leads to the improvement of human capabilities. Stephen Hawking stated that "the progress of AI may contribute to the demise of the human race." Bill Gates also acknowledged that humans should be concerned about the threat posed by AI in the future.

But with all these interpretations, if the right rules and regulations are designed for the optimal use of AI, it can be beneficial for humans. On the other hand, AI is the technology performing a task requires a certain intelligence to perform. AI acts like a human. The components of AI are distinct from traditional software because it involves high-speed computations, advanced algorithms, and big high-quality data. AI uses an algorithm integrating high-quality data and fast computing services. As a result, AI provides a central focus for consistency and accuracy in daily operations (Bhardwaj et al, 2020). Based on these interpretations, the AI does not have a single definition, but different scientific field definitions and interpretations. It is programmed to think and act like a human. This description suits any machine or device with human like thinking and acting while learning and solving particular problems. So, AI can be described as technologies that mimic natural intelligence. But it is too broad to explain its meaning, value, and application (Hemalatha et al., 2021). One of the most important goals of AI is for a machine to understand a sentence expressed by a human in natural language and for the machine to produce a correct and meaningful sentence. Among the advantages of AI are simulating human intelligence, processing tasks with great power, accessing large-scale data, and performing complex tasks (Mehrabi et al., 2014).

The Role of AI in Management

AI is profoundly affecting management studies, and this has become especially evident after the announcements of ChatGPT. AI is affecting management studies variously: First, it affects management changing and creating new topics while rethinking existing ones; Second, it is revolutionizing the field of research by processing information efficiently, perhaps beyond human capabilities; Third, it is transforming education and training; introducing new methods and changing existing methods (including common exam structures). In addition, exploring the potential of AI and its use in management could also become a focus in education (Kesting, 2024). Therefore, technology in management has been known for long. Management innovation is inevitable and important for competition and the fast shifts in the environment. Organizations today deal with big data and information, and must change digitally and depend on technologies such as artificial intelligence. For this reason, AI has today become essential for organizational management, due to the change in the way people work and completely transformed business models. The field of human resources does not have immunity against this scenario (Hemalatha et al., 2021).

Application of AI in HRM

The role of AI in HRM is steadily increasing and has changed the way HR processes are implemented in almost all major areas of HRM. Because of the large data related to organizational processes and HRM, AI is integrated into many HR operating procedures to enhance frameworks of sustainable business. The AI adoption in HRM facilitates access to highly skilled individuals for organizations and leads to an effective recruitment. AI technologies provide a new approach to employee management, improve the overall performance of the company and provide chances for performance management (Kaled et al., 2023; Hemalatha et al., 2021). AI-powered learning makes organizations knowledge-

based, meet personalized learning needs and enhance learning. The higher AI adoption in HR management stems from its creation of values for customers, employees and organizations (Chowdhury et al., 2023; Nawaz et al., 2019). The new HRIS has laid the foundation for AI applications in the system. By interacting with humans and computers, AI increases management efficiency and helps improve collection, maintaining, and validation of the data needed by the organization. Technological advancements in AI substitutes routine tasks with minimal human intervention such as the recruitment in resume screening, automated transcript submission, and assisting in reference checking. These machines outperform the HR team by reducing attrition rates as well as improving employee retention. Simple HR activities are successful by AI; however, it still needs to be studied in complex situations. AI is adopted because of its numerous benefits to the organization with less scheduling and greater accuracy (Bhardwaj et al., 2020). Rapidly advancing AI is transforming the personal lives and companies' interaction with employees and customers bringing about radical changes in organizations and the work environment. Technological innovations such as AI are changing where, when, how, where, and by whom work should be done. Industries are witnessing major digital transformations in decision-making, by AI for ensuring the success of businesses. Organizations must improve their performance and HR skills to achieve optimal corporate performance. Today, companies have realized the imperative importance of AI in HR management to survive in a rapidly changing environment and excel among competitors. As AI has entered in all fields and attracted a lot of attention, scholars have focused on building strategic HR management with the support of AI technology. In today's era, organizations across the globe are facing challenges to make it affordable, and it is now clear that incorporating technologies such as IoT, machine learning, and AI into the management as a strategic component addressing this challenge. There is no doubt that AI is promising in HR management. Yet, integrating it into HR has challenges. AI can only efficiency like humans with high-quality data and the confidential document and policy misuse of shared between organizations. Regardless of challenges linked with AI, companies continue to show interest and make significant efforts to integrate AI into HR functions; as AI in HR outperform the challenges. If organizations transform their workforce to work efficiently with intelligent machines, they can reap the full benefits and potential of AI. This process will undoubtedly take time, but the benefits will be enormous. During the quarantine period and the Covid-19 crisis, HR has not focused on performance but on speed, flexibility, and returns. Qualitative research in the Boston Consulting Group in 2020, maintained productivity during the COVID-19 pandemic and the executives were more about employee stress levels and well-being. The COVID-19 has driven digital transformation, and HR has quickly changed to automated and digital platforms. All the HR function stages, from recruitment to organizational communication to performance appraisal, have been reinvented in the digital world. AI uses improve HR by increasing efficiency and effectiveness, improving employee experience and facilitating better performance.

In terms of AI in HR management, AI offer many solutions-automating repetitive tests to improving HR. As AI improves workplaces, organizations make their HR to optimal and competitive. So, despite the understanding AI, automation, and robotics, using AI in organizational management is still not complete. HR management faces many challenges.

Although AI can reduce the time and effort of the HR manager, being affordable can strategically increase the overall productivity, organizations lack a comprehensive understanding of the AI effects. They do not have access to these smart technologies and their implications. Using these technologies in HR management at the organizational and employee levels. Adopting an AI-powered workplace can improve employee satisfaction, professional and personal life. Humans need to better understand the outcomes of deploying AI in HRM and their relationship (Chowdhury et al., 2023; Nawaz et al., 2024).

Uses of AI in Human Resources Activities

AI has already had a big impact on the HR department in organizations. AI can change the way organizations hire, train, develop and manage HRs. Studies indicate that AI positively affects on employee and emphasize investing more in AI to improve HR. AI significantly impacted on changing the traditional recruitment, training and development of people. Additionally, predictive technologies and other AI technologies have enabled HR managers to reduce the costs and hassles associated with employee turnover and churn. AI is transforming these management aspects in organizations realizing the growing importance and use of AI in the world of HR and are encouraging AI investment for more efficiency. Today, AI is important for HR managers in organizations to find, train, develop and retain employees. With the help of AI, changes can be made in employee training and development, and measures can be taken to retain talented employees (Iqbal, 2024).

A. Recruitment and Selection: Reviewing resumes of job applicants is one of the most difficult tasks faced by HR managers to find the right candidate for the job. AI applications scan and evaluate resumes, AI programs can review resumes and select the right candidate for the job. Chatbot application improves the candidate experience and continuously update the needs and suggestions. AI software evaluates the applicant's choice of words, speech and body language by audio and video, and will be able to analyze the characteristics of applicants.

B. Training and Development: The competencies workplace are dynamic. AI needs a program for videos or training programs on the job tasks and experience. These are programs that automatically read educational documents and prepare relevant educational programs. AI programs mainly offer personalized learning applications such as converting files to images. AI learning can be used in a more appropriate way in employee interactions, leading to creative learning among employees.

C. Performance Management: Evaluating individual performance is a challenge for organizations because of the bias in the workplace. AI software reduces biases by feedback. AI-based applications aim to continuously monitor and evaluate the collaborative team efforts among employees. AI uses data from different perspectives, such as employee engagement levels, performance data, and the reason for employee turnover, to improve work and guide the workforce within the organization. AI may be able to predict the performance indicators of outstanding employees as well as employees who need to change their positions.

d. Employee Retention: On the one hand, attracting talented people is the most challenging task, and on the other hand, retaining talent is difficult. 57% of organizations consider employee retention to be the most difficult and serious task which AI may remove, and it can predict the requirements and behavior of the

employees helping HR professionals take preventive and necessary measures before an incident occurs (Bhardwaj et al, 2020).

The Impact of AI on Human Resources Functions

AI is a very new phenomenon in human resources, as its signs have appeared in the world of human resources since 2017. This technology has had a significant impact on the process of managing people, and its importance is evident in recruiting, training, developing, and retaining employees in the organization. Based on the Human Capital Trends Report issued by Deloitte, 38% of companies in the USA currently use AI methods in HRMs; and 62% by the end of 2018 (Iqbal, 2024). AI has been widely studied in many fields. Currently, most companies use AI in their functional areas improve employees in the organization. The role of AI in the field of human resources begins from the recruitment process to evaluating employee performance. Evidence from studies indicates that AI has a positive and significant impact on human resources functions and improves HR performance. Moreover, AI is highly associated with innovation and usability, indicating the impacts of AI on HR through innovations and usability (Bhardwaj et al, 2020). Studies also suggest that the capabilities of AI technologies- natural language, machine vision, automation, and augmentation affect HR practices, especially the affordable selection and recruitment in organizations with accuracy, less bias, reducing workload, more efficiency, and better experience. AI technologies offer vast opportunities to improve HR functions like recruitment policies and procedures, payroll, and access. Machine learning and humans collaborate to create vast amounts of HR data in the cloud, and AI use offers better insight into how things are done. Organizational growth relies on how efficiently it can intelligently integrate HR, methods, and machines to deliver transformational value at the lowest cost. Studies have focused on the strengths and capabilities of AI in HR transactions through the autonomous Chabot technology related to intelligent automation, which is a computer program designed to simulate conversation with human users. Besides the AI novel and innovative benefits integrating and automating HR interactions. The modern global economy states that if organizations are competitive, they must collaborate on AI and HR interactions in the decision-making and use AI for administration achieve effectiveness. Several HR professionals have no understanding of AI unique capabilities and features to redefine HR and make it more relevant (Hemalatha et al., 2021).

Potential outcomes of AI in HR management

1-Accuracy: Over the past two decades, using AI technologies in HR management has been a growing trend. AI is promising for HR; screening to retaining employees by taking over time-consuming and HR team repetition of the, and improving the quality of HR processes by eliminating bias.

2-Automation: Organizations use AI for automating their repetitive tasks and make more complex planned decisions through extrapolation algorithms. Machine learning predicts the future and detects problems with greater accuracy than humans. There is no doubt that AI outperforms humans in selecting applicants during the recruitment process. In addition, it can overcome some of the biases that are often found in the recruitment. AI reduces human errors

and dangers with the best outcomes with accuracy. Their probability is close to zero, and AI has more affordable accuracy, cost-effectiveness, impartiality, and less workload. Recent advances in AI enable automation to complete transformation. Integrating natural learning with deep learning algorithms makes remarkable outcomes like translating speech or text in human language, with the extraction of insights from language, and automatic content creation of natural language. AI has automates administrative tasks. There are many tasks associated with HR management that are essential and also have ancillary nature; such as posting jobs, source, screen, arrange interviews and meetings, preparing schedules, recording and approving accounts, and the like assuming they are automated by AI. So, it is extremely beneficial for HR by freeing them from routine tasks and devoting more time strategic thinking and decision-making. AI divides work into separate responsibilities efficiently performed by many methods, from mechanics to machines.

3- Computing power and capacity: Modern businesses are faced with huge amounts of data and have to transform with intelligence and creativity by technologies such as AI. AI is designed to increase power and profitability and help humans reduce their monotonous responsibilities. AI and HR together can enable managers to monitor HR configurations in real-time, leverage HR capabilities, and thus improve general management and work effectiveness, help understand quality, and help organizations advance. The computational power of AI has made it possible to automate and analyze big organizational data by AI and big data technologies. AI-powered learning can provide employees with personalized and customized training to significantly raise the overall productivity of employees, helping to maximize their potential and capabilities.

4- Real-time Experience: AI-powered chatbots make real-time engagement and digitization of HR like screening job applicants and interviews. Organizations collect and process data by AI and update information for decision-making. Its systems provide opportunities for designing an automated employee feedback system receiving timely feedback from employees and thus solving complex issues in the workplace. So, a real-time system enhances the learning and professional/career. AI analyzes large data sets, (un)structured and unstructured, in real-time and discover patterns for human decision-making with the help of AI to detect anomalies by understanding early warning signs of issues in real-time to take corrective actions in a timely manner. Real-time interactions utilize resources and services efficiently, reducing costs. The latest technologies, in particular IA, connect physical features to the digital world generating massive amounts of data in a timely manner. These interviews with applicants, by AI, collect and process applicants faster. Real-time video interviews with applicants across countries, powered by AI, help us collect more applicants and process them faster such as AI technology hiring efficiency is FirstJob, an online recruitment company. FirstJob is an AI hiring assistant conversing job applicants asking pre-defined questions, ranking them according to pre-defined issues alerting them if a job opening is filled. AI technology is helpful in hiring managers at FirstJob with no much time consumption managing a large pool focusing solely on interviews and final proposals. So, AI technology transforms sourcing and hiring process from manual to affordable automated (Iqbal, 2018).

5- Personalization: AI investigates and acts in a human-like manner. Organizations use chatbots to assist personalized guidance and support according to needs. Today, traditional

payment and profits are substituted by packages customized to goals. HR professionals, with AI, manage flexible and personalized compensation. Also, AI improves compensation and benefits, reduce burnout, and increase engagement. In fact, AI can facilitate comprehensive personalization in employee training and development. AI identifies the individual needs and provides training and virtual personal trainers. It estimates timely assistance for sites use data to adopt personal suggestions, explanations, or options for questions from customer/employee, and support highly complex subjects.

6- Saving time and reducing costs: According to Solek-Borowska and Wilczewska (2018), HR which is based on AI with a skilled HR team reap the benefits. The use of contemporary technologies such as AI in the HR make desired project achieved and make it affordable such as AI in HR is cost reduction. Machine learning algorithms decrease the risks of hiring unskilled/qualified candidates and less cost. These organizations uses AI-based automation in all HR, saving time and effort on routine tasks. Cognitive HR systems help to find and retain talented employees and create their market benefit at a reasonable cost. Organizations that use AI in the recruitment have observed a reduction in recruitment costs with increased efficiency. Using AI in the HR management streamlines all processes and is cost-effective. AI takes into account the cost in real-time. It is well known that AI has many potential benefits when implemented in HRM. From the perspective of academics, researchers, and AI professionals, technologies impact has confirmed the HRM process with substantial outcomes. Therefore, according to the research literature, accuracy, automation, computational power, real-time capability and expertise, personalization, and ultimately affordability are the AI potential outcomes in HRM (Nawaz et al., 2024).

Niehueser and Boak (2020) examined the attitudes in an organization to introducing AI into their work. The use of AI in work increases the speed and efficiency of work processes. The employees using new AI technology in their work were optimistic about AI, indicating it easy to use and improved productivity. Yet, employees not using AI were not confident about the improvement of AI ability of effective jobs. Solek-Borowska and Wilsowska (2018) examined how AI technology affects the recruitment process. The results of their study showed that technology according to hiring transforms the traditional recruitment into a collaborative recruitment independent of time and space with significant changes observed in the order and fragmentation of the front-end recruitment. The technology-based recruitment and selection need a competent and experienced HR, along with two undeniable pros: less costs and time. In selecting and recruitment, many AI tools and data help in judging and finding the best candidate for the organization. AI reduces discrimination, emotional aspects, and bias, and match candidates with the right candidates. AI can instantly link and recognize patterns otherwise be time-consuming and not easy to find. Predictive AI enables HR to quickly collect, display, and analyze data in any form, allowing them to make HR activities more proactive and strategic. With an AI-powered recruitment process, the organization and employees can make better use of time. AI help HR professionals eliminate low-value and tedious tasks, efficiency and accuracy, and convenience. AI technologies help HR innovate and increase productivity. In fact, HR departments invest in innovative technologies that facilitate talent acquisition and employees' engagement. AI-powered HR

systems have enabled organizations to reduce overall costs, reduce hassles, improve efficiency, less bias, reduce time, and employee turnover (Hemalatha et al., 2021).

The role of AI in performance management

Today's world is witnessing a continuous change in performance management with the use of new technologies. In fact, with the quick development and extensive use of AI and other innovations, the interaction between companies, human resources and consumers is changing radically, and the automation of operational management elements and performance management tasks is intensifying. Although technical progress in performance management may be linked to labor strikes, advances in technology have simply led to a shift towards physical and psychological services. Today, performance management is slowly introduced in tasks traditionally requiring contact and communication; so, changing organizational structures and job types. For example, human-like service robots and AI robots are more interested in business. These intelligent things have transformed the traditional HR roles and provided capabilities and potentials for performance management. At the same time, deep learning algorithms, smart devices and the Internet of Things are particularly useful for cross-border companies; as they improve efficiency. Similarly, the emergence of information technology and other new technologies in electronic performance management increase and reduce the cost of performance management like volunteer job evaluations and employee performance assessments (Kaled et al, 2023). Academic products of intelligent automation have developed rapidly (e.g., AI and robotics). At present, we do not have a complete information of effects of using these innovations in organizational performance management and HR levels indicating that intelligent automation technologies provide a new strategy for employee management and improving organizational performance, and performance management opportunities. The impact of AI on performance management technologies such as job replacement, human-robot-AI collaboration, policy making and training opportunities, and performance management activities such as recruitment, training and job performance.

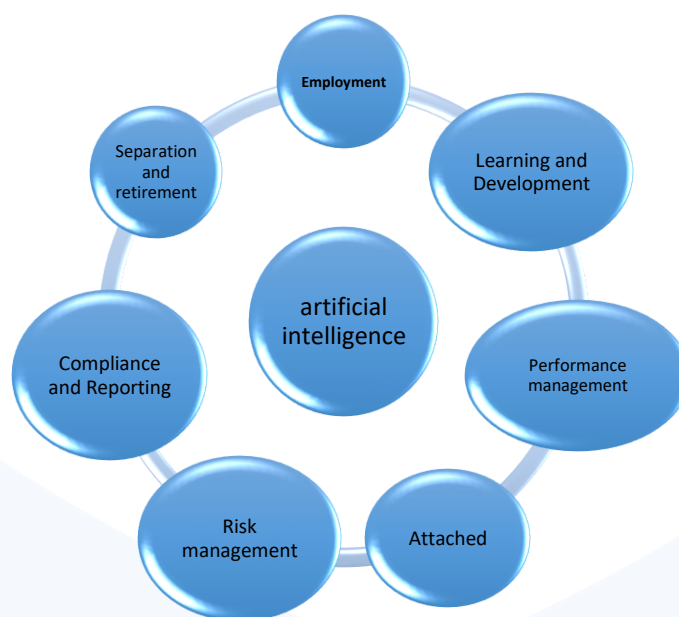


Figure 1. Different stages of AI in performance management

Khaled, A. S., Sharma, D. K., Yashwanth, T., Reddy, V. M. K., doewes, R. I., & Naved, M. (2022). Evaluating the Role of Robotics, Machine Learning and AI in the Field of Performance Management. In Proceedings of Second International Conference in Mechanical and Energy Technology: ICMET 2021,. Singapore: Springer Nature Singapore.287

Drawbacks of AI in HR

We will address some drawbacks of AI in HR and offer suggestions for incorporating human control into HR processes with the help of AI to address these drawbacks. As with any other change, the development of AI in HR is uptight with risk and uncertainty. Yet, this new trend relies on machine learning and AI tools in HR practices potentially yield huge gains in increasing employee motivation and productivity. AI has changed the way companies hire employees. Unfortunately, after 60 years of traditional hiring, where employers paid to hire, and about 15 years since the founding of LinkedIn, there were no major changes in the global recruitment industry before AI came to HR. Using LinkedIn and other traditional methods for attraction and hiring t employees failed in the past few decades. The shift to AI may help companies find passive talent, as AI uses bots for searching the web and hundreds of sites, personal sites, meeting groups, and tech chat rooms, besides traditional social networking sites. Robots find good candidates for a job and predict when a person is likely to be ready to change jobs which provides efficiency to find rare talent that. While AI technology can deliver significant results, the biggest risks here is ignoring the importance of the human element in the hiring process. Hiring managers work with their technology staff on the evaluation AI tools and work best to ensure that the results of AI in hiring help find and attract the best talent (Iqbal, 2018).

Conclusion

AI has made a significant contribution to the world of human resources by revolutionizing the way organizations hire, train, and develop. AI has enabled attracting the best possible talent; even if that means attracting passive candidates; traditional hiring processes failing for achievement. Also, AI algorithms have enabled recruiters to reflect revising job descriptions truly needed attraction and finding the best possible talent. Additionally, AI-powered machine learning provides employees with introductory training and support for other professional training to adapt to the workplace. It is now possible to customize information masse using AI-powered learning systems, which can provide employees with customized training better meeting their needs and preferences. AI-powered systems analyze data obtained from predictive techniques with the help of AI and other technologies and take proactive steps to reduce employee turnover in organizations. However, human intervention is always needed to identify AI-powered techniques that will maximize HR productivity and counter the effects of AI technology. However, AI technology should be considered a key area for investment by HR managers as this technology has the potential to take HR management to the next level

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