



INTEGRATION OF ARTIFICIAL INTELLIGENCE IN HRM: A THEROTICAL OVERVIEW OF OBSTACLES AND POTENTIAL HRM STRATEGIES.

Priya Makhija, Megha Kukreja, Venkatesh Tejus, Monesh Reddy Peram, K R Amrutha, M Sangeeth, Palzor Syangden

Students, Bachelor of Business Administration, Jain University-CMS, Bengaluru, India

ABSTRACT:

The field of business has now adopted artificial intelligence (AI) as an essential component. AI could be a huge field of computing that deals with making machines smart enough to do things that normally require human intelligence. Organizations will benefit from incorporating AI into HR practices because these applications can analyse, predict, and diagnose to assist HR teams in making better decisions.

Due to the close interaction between artificial intelligence (AI), primarily robots, and human workers, particularly at the team level, this paper aims to specifically focus on the challenges that human resource management (HRM) leaders and departments in contemporary organizations face. Based on a conceptual review of the existing research, it goes on to discuss important potential strategies that could be useful for overcoming these obstacles.

The current state of awareness of AI and machine learning (ML) and their impact on the HR industry is illuminated in this chapter. This chapter tries to explain how AI is being used in the world today and how it is affecting HRM in organizations. We feature that communication and joint effort between human specialists and robots is noticeable in a scope of businesses and hierarchical capabilities, where both are filling in as colleagues.

KEY WORDS:

Artificial Intelligence

HRM Strategies

e-HRM Strategies

e-HRM challenges

Organizations

Recruitment

INTRODUCTION:

In this day and age of fierce competition, a company, business, or industry needs qualified employees to achieve their goals. The fourth industrial revolution has just begun for all of them. In this digital world, everyone seeks out bright, potential, and dynamic employees in order to remain competitive. Employing the right person to manage the digital world and evolving business environment will be possible for businesses that have implemented an effective recruitment strategy. According to (Kambur & Akar, 2022a), the recruitment strategy of an organization, which is a major function, appears to use data analysis in the decision-making process. As a result, the recruitment strategy is the primary factor in hiring skilled employees who may be more efficient and effective in achieving the job objectives. "Artificial Intelligence," or data analysis, plays a crucial role in hiring decisions. The most basic definition of artificial intelligence is the process by which humans create intelligent machines. AI's goal is to make it easier for computers to do the same kind of work that people normally do. It will behave and work like humans. AI takes the lead with incredible speed and precision.

The study of how Artificial Intelligence influences the recruitment strategy is the primary objective of this paper. The study also sheds light on AI recruitment strategies employed by businesses. This study is entirely based on secondary sources of information, such as conceptual papers, various articles in peer-reviewed journals, books, and websites, which are used to investigate the idea further. Sometime in the distant past, man-made reasoning (artificial intelligence) and AI were two uncertain terms. These data-driven processes are now used to automate tasks in homes and businesses worldwide. AI is increasingly being used in talent acquisition and is used to develop new platforms and diverse datasets. Artificial Intelligence is the intelligence demonstrated by machines. In today's world, artificial intelligence (AI) has gained a lot of popularity. It is the programming of machines to learn from and imitate human behavior in order to simulate natural intelligence. With experience, these machines can learn and perform human-like tasks. Our quality of life will greatly improve as AI and other technologies advance. Everybody today needs to associate with artificial intelligence innovation here and there, whether as an end client or seeking after a lifelong in artificial intelligence. This makes perfect sense. The quick response to the question, "What exactly is artificial intelligence?" is that it varies from individual to individual. They would describe artificial intelligence as a figure resembling a terminator that can think for itself and act independently. (Saxena & Kumar, 2020) A layman with a fleeting understanding of technology would link it to robots.

A collection of algorithms that can produce results without being explicitly instructed to do so is what an AI researcher would refer to as artificial intelligence. And they would all be correct. In light of the circumstances at hand, a rational agent acts in the best interest of the situation.

An entity must act in accordance with the logical statements, according to the Laws of Thought approach. However, there are some situations in which there is no logical right course of action and multiple outcomes necessitate various compromises. The rational agent approach tries to make the best decision for the situation at hand. It indicates that it is a much more adaptable and dynamic agent.

LITERATURE REVIEW:

From the perspective of job losses, a significant amount of prior research has focused on AI's challenges for HRM (Wijayati et al., 2022), the majority of CEOs believe that AI will create more jobs than it will eliminate (Kambur & Akar, 2022a), whereas the majority of HR managers believe that AI will create fewer jobs than it will eliminate. The HR function in the organization has traditionally viewed technologies like AI from a functional perspective, with the focus being on retraining and skill development for workers whose jobs may be replaced by AI. This is a major reason for this divergence in perceptions regarding the role of AI. However, in routine organizational functions, continuous interaction between AI-powered robots and human workers (Tambe et al., 2019) is a powerful that has not been explicitly dissected top to bottom by the specialists as well as seen better by contemporary HR chiefs.

It has been argued that the associated technologies of Industry 4.0 have increased the visibility of interaction and collaboration between humans and AI (typically visible in the form of robots, though increasingly other intelligent machines are becoming visible to improve productivity), which presents its own unique control, analysis, and performance evaluation challenges. According to these scholarly findings as well as what is reported in the general media, digital technologies, such as AI, will play a significant role in human resources (HR) management, and HR leaders will need to find ways to optimize the interactions between digital technologies and humans (Das, 2022). The so-called "smart" (or "social") robots, which collaborate with humans in industrial assembly lines to improve the manufacturing process, are a fascinating illustration of this concern (Garg et al., 2022), as well as utilizing AI-based algorithms to provide guidance to human employees in other organizational functions (Arslan et al., 2022). As a result, the function of AI-powered robots has evolved from "tools" to "collaborators" for human workers (Chang, 2020). Humans and robots are now working together in increasingly complex and collaborative roles in both the manufacturing and service industries as a result of this shift (Agarwal, 2022). Military, construction, agriculture, medical/healthcare, analytical services, and manufacturing are just a few examples of the contexts in which this interaction and collaboration can be observed (Qamar et al., 2021). In light of this, it has been hypothesized that AI will have a significant impact on the HR function's transformation and will play a crucial role in filling skills gaps in organizations (Njoku et al., 2019). In their analysis of robot-human co-working in 1,500 organizations, Wilson and Daugherty (2018) discovered that if the co-working is strategically implemented in the relevant teams, it can enhance each other's strengths and increase organizational productivity. In this regard, they draw attention to the robot arm that is utilized in the production of Mercedes-Benz, which benefits the human worker and emphasizes the significance of the development of collaborative intelligence (Wheeler & Buckley, 2021). However, some academics have pointed out that, in addition to being useful interactions, such endeavours have a significant impact on the meaning and significance of work for human workers. As a result, developing such collaborations is not an easy process.

Given that cognitive biases, emotions, and personality differences play a major role in the success or failure of such collaborations, enhancing interaction and collaboration between human employees (generally as well as being part of a team) has been a significant focus of HRM studies (Ledro et al., 2022). These aspects become even more complicated in settings and contexts where AI-powered robots and humans collaborate because it is possible that some human workers will resist because they fear losing their jobs to technology in the end (Malik et al., 2022), as well as psychological issues associated with the use of new technologies. Similar issues have been discussed in previous studies under the umbrella term "computer or technology anxiety," which is defined as the degree to which a person experiences unpleasant feelings while using a particular technology (Paesano, 2021). The emotions of frustration, apprehension, fear, and unease are all signs of this anxiety. When compared to relatively recent technologies like personal computers or legacy organization IT systems, the circumstances surrounding AI-powered machines and processes, including robots, collaborating with human workers are extremely complex. Subsequently, it is sensible to expect that some human specialists' uneasiness can be higher while managing these robots routinely as a feature of their group. This may have an impact on their acceptance of robots as team members and their acceptance of this new workplace reality. This anxiety is a significant obstacle that modern HR leaders and decision-makers must carefully and strategically address for the organization. Taking a state perspective on computer- or technology-related anxiety has been mentioned by previous researchers (Wamba-Taguimdje et al., 2020), indicating that it may be a brief period and that anxiety tends to rise with the introduction of new technology (Ishengoma et al., 2022). In order to alleviate this anxiety, previous research has emphasized the significance of open lines of communication regarding expectations (Saxena & Kumar, 2020), potential shifts in job responsibilities, training opportunities (Kambur & Akar, 2022b), and adjustment periods (Renkema, 2021). We argue that HR departments can help overcome the obstacles and hesitations by adopting similar strategies in organizations where human and AI-powered machines and processes regularly interact or will interact.

Facilitating conditions and training mentioned earlier may lead to the formation of a certain level of attachment (bond) between humans and AI, particularly if the AI robot mentions the need for attachment or dependency because it boosts human workers' confidence. Last but not least, when humans and AI-enabled robots are working together on a team, performance evaluation dynamics present one of the most difficult

challenges for the HR department of an organization. There are not many HRM studies that specifically address this issue because this phenomenon is relatively new. However, we argue that prior research in areas like computer gaming, where performance evaluation between human and AI gamers has been addressed from a variety of perspectives, can benefit HRM as a research area and HR functions in organizations. These studies have focused on topics like contextualizing performance evaluation, incorporating human limitations into adjustable performance criteria, and fatigue in particular. In order to develop a performance appraisal system that is fairly equitable, HRM functions in organizations where human employees collaborate with AI-enabled robots in the same teams and possibly compete with them will need to use these and other similar insights.

RESEARCH GAP:

The impact of AI in human resource management (HRM) and related issues of job replacement are evaluated to some extent in the current literature; however, studies typically focus solely on these topics and do not address specifics. For instance, the difficulty of utilizing AI software tools and their impact on the sourcing, screening, and selection phases of the recruitment process have not been the subject of any studies to date. In addition, AI-based software does not yet cover all aspects of each recruitment phase, such as sourcing, interviewing, or decision-making. Additionally, it does not yet provide projected statistics on job losses (Malik et al., 2022) does not cover job replacement risk because AI performs a job function that directly causes professionals to retrain. It is also not connected to using AI-based software for various job functions.

Both pre-existing bias in the data that trains the AI and bias added by a human during data labelling have been the subject of some studies on recruitment bias caused by AI-based software. Others use the AI-provided data to examine ethical issues related to bias, such as sex, race, ethnicity, or religion, when making recruitment decisions. However, the literature ignores related issues like limited AI training data and short-term decision-making history and does not investigate various sources of bias to determine the root cause. The writing additionally proposes no choices for further developing the artificial intelligence-based programming and diminishing or eliminating the predisposition. In addition, it does not address the ethical implications of AI-driven decisions that typically disregard human-specific aspects. In summarizing these omissions, three troubling issues emerge that call for additional research (Njoku et al., 2019) artificial intelligence employing choices intrinsically disregard applicants' different capacities that may not be reflected in obtained information (like resumes), possibly prompting unseemly recruiting choices as well as failing to meet expectation's ability.

In this regard, the literature provides some case studies of interviews conducted with AI-based software, but it does not examine the efficacy of AI-based software in comparison to human interviews or job function-specific AI-based interviews. Additionally, the literature does not examine how AI applications affect an organization's HR and non-HR teams. Due to the significant differences between job functions and their related implications, this is an essential component of understanding these impacts.

OBJECTIVES OF THE STUDY:

The study aims to determine the opportunities, innovations, and issues associated with artificial intelligence in HR management. Despite the fact that there is no consistently settled upon definition, computer-based intelligence for the most part is remembered to allude to "machines that answer excitement predictable with customary reactions from people, given the human limit with respect to consideration, judgment and aim." These software systems, according to Shubhendu and Vijay, "make decisions that typically require a human level of expertise" and assist individuals in anticipating problems or dealing with them as they arise. As a result, their behavior is deliberate, intelligent, and adaptable. Algorithms for artificial intelligence are designed to make decisions based on real-time data. They are not normal for inactive machines that are skilled just of mechanical or foreordained reactions. They combine information from a variety of sources, instantly analyze the material, and act on the insights derived from those data through the use of sensors, digital data, or remote inputs (Wijayati et al., 2022). They are capable of extremely sophisticated analysis and decision-making thanks to significant advancements in storage systems, processing speeds, and analytical techniques. Decisions made by AI systems can be learned from and changed. Semi-autonomous vehicles, for instance, have tools that inform drivers and vehicles of upcoming traffic congestion, potholes, highway construction,

and other potential obstructions to traffic (Tambe et al., 2019). They use dashboards and visual displays to present information in real time, incorporating experience from previous operations, so that human drivers can comprehend ongoing traffic and vehicular conditions. The entire corpus of their achieved "experience" is immediately and completely transferable to other vehicles with similar configurations, allowing vehicles to take advantage of the experience of other vehicles on the road without the involvement of humans. In addition, advanced systems are able to completely control fully autonomous automobiles and make all navigational decisions.

Between 2013 and 2014, US investments in financial AI increased by a factor of three, reaching a total of \$12.2 billion. "Decisions about loans are now being made by software that can take into account a variety of finely parsed data about a borrower, rather than just a credit score and a background check," observer in that sector claims. Moreover, there are alleged robo-counselors that "make customized speculation portfolios, blocking the requirement for stockbrokers and monetary guides." These developments aim to (Garg et al., 2022) remove emotion from investing and make decisions based on analytical considerations in a matter of minutes.

High-frequency trading by machines has taken the place of much human decision-making on stock exchanges, which serves as a prominent illustration of this. Buy and sell orders are placed by humans, and computers match them instantly and without human intervention. On a very small scale, machines are able to identify trading inefficiencies or market differentials and carry out profitable trades in accordance with investor instructions. Because they do not place an emphasis on a zero or a one, but rather on "quantum bits" that can store multiple values in each location, these tools, which are powered in some places by advanced computing, have much greater capacities for storing information. That significantly shortens processing times and increases storage capacity.

FINDINGS OF THE STUDY:

Currently AI is integrated in HRM through following ways:

TALENT ACQUISITION:

One of the most common ways that businesses employ technology in the recruitment process is through talent sourcing. It identifies the location of the talent we are seeking. This technology is very good at scraping information from academic websites, social professional sites, and other sources to find the talent group you want. In a labor market that is becoming increasingly hypercompetitive, that has clearly been the gold mine for recruiters. (Garg et al., 2022)

CANDIDATE INTERACTION:

The most established recruitment application to date is automation in candidate engagement. As candidates become more like consumers than they were previously, AI has gained prominence. They expect the process to be open and honest. They anticipate prompt responses to their inquiries. The majority of recruiting departments are not set up to do so well. using chat bots rather than recruiters to communicate directly with candidates at various stages of the process, such as where they are in the process, who they must interview next, etc.

ASSESSMENT AND SELECTION OF PROSPECTIVE EMPLOYEES:

Utilizing artificial intelligence to screen applicants assists thin down ability, making the employing with processing faster and more productive, Smith said. Many businesses receive hundreds of thousands of applications for a single position, which is extremely overwhelming (Agarwal, 2022). The majority employ resumé screening to filter through the noise and select candidates for further consideration.

The second stage of evaluation and selection requires less maturity. There have been a lot of headlines about using algorithms to evaluate candidates and make final hires. Due to its potential for bias, it is the subject of much debate in the recruiting industry. However, some organizations are experimenting in this area.

HIRING WORKERS FROM REMOTE AREAS:

In today's job market, some businesses are forced to employ remote workers. This could be due to a variety of factors. It is possible that there are no suitable candidates in their industry. The utilization of a pre-work evaluation device, for instance, can be helpful to survey a competitor's character, abilities, and hierarchical fit.

A video interview is a good alternative when your candidates reach the stage of the in-person interview but are unable to attend due to their location.

Even more so when you use AI to help you evaluate candidates in that video interview.

DIVERSITY HIRING:

Diversity hiring is just as hot as AI in recruitment land. A different labour force has a great deal of demonstrated benefits for organizations:

- It boosts innovation and creativity
- It enhances your employer brand
- It broadens the range of skills, talents, and experiences available to your workforce.
- It increases employee happiness, productivity, and retention.
- It is beneficial to your employer brand.

Therefore, it's good that a lot of companies are offering AI-driven solutions to assist recruiters in their diversity hiring efforts.

ANALYSES FACIAL EXPRESSIONS:

When talking about hiring remote workers, the combination of video and AI was already briefly mentioned above. However, video interviews are also a great tool for candidates who are not located remotely. Things can even improve if artificial intelligence is incorporated into the mix.

SUGGESTIONS AND SCOPE OF THE STUDY:

IMPROVED WORKER EXPERIENCE:

When it comes to personalized engagement, employees also expect a helpful and constructive experience due to the high level of automation and emphasis placed on the environment's impact on customer experience. Today, employee experiences are being shaped by consumer technologies, and they are looking for options for how they want to be supported and engaged. (Arslan et al., 2022) AI can be effectively integrated into the 2022 whole representative lifecycle, right from enlistment and onboarding, to HR administration conveyance and vocation pathing consequently giving a custom-tailored worker experience.

INFORMATION DRIVEN DECISION MAKING:

While HR innovation has been way breaking and upheld continuous information accessible to organizations, but numerous associations actually depend on manual techniques to draw bits of knowledge and choices from information. Since this work frequently falls under the purview of data analysts, it causes insights to take longer to emerge. Additionally, decisions are still being made based on information that is no longer relevant.

HR teams can use AI to quickly gain insight from data and make recommendations. Man-made intelligence likewise eliminates a large number of the normal human predispositions and irregularities in a capability that is pretty much as delicate and pivotal as Human Resources Management. (Renkema, 2021) In this way, choices controlled by Computerized reasoning is possibly quicker at scale and more information educated and predictable, and impartial.

AUTOMATION THROUGH INTELLIGENCE:

AI and automation are combined in intelligent automation to give machines the ability to sense, comprehend, learn, and act on their own or with little assistance from humans. In addition to performing manual tasks, intelligent automation can also make intelligent insights and decisions, just like a human would. Its capacities can empower machines to grasp processes and their deviations.

In addition, AI can be used in all repetitive processes to boost productivity, innovation, and efficiency. Man-made brainpower can assist with expanding the adequacy of our educators by means of various simulated intelligence applications like message interpretation frameworks, constant message to discourse, robotizing unremarkable and rehashed positions like taking presence, computerizing reviewing, modifying the finding trip in view of capacity, understanding, and furthermore experience. The possibility of utilizing AI ran rating machines that are able to evaluate solutions objectively is the scope of Artificial Intelligence education and learning. In institutions, this is something that is being implemented gradually. The different uses of artificial intelligence in the space of training are continuous text to discourse as well as text interpretation frameworks. According to (Agarwal, 2022), the market was worth \$580 million in 2019, and it is anticipated to expand at a CAGR of 6.76 percent between 2020 and 2025. Chatbots, machine learning, and process automation are just some of the AI-based platforms that are being used more and more in the recruitment industry.

CONCLUSION:

The vital point of this paper was to investigate the communication among artificial intelligence and human specialists from a HRM focal point by explicitly focussing on the move's associations and laborers experience because of this somewhat new peculiarity. The potential benefits of using AI in organizations, such as increasing productivity and streamlining organizational processes and tasks, have been documented by existing research and popular media. However, the fear of workers losing their jobs and the need for additional training to use modern technologies create significant psychological barriers to their adoption.

This paper emphasizes, based on a conceptual overview, that human workers and robots interact and collaborate in a variety of organizational functions where both are working as team members. This brings about special difficulties for HRM capability in contemporary associations where they need to address laborers' feeling of dread toward working with simulated intelligence, particularly concerning future employment cutback and confounded elements related with building trust between human specialists and artificial intelligence empowered robots as group members. (Qamar et al., 2021) In addition, in order to maintain the spirit of collaboration, HRM staff must carefully communicate and manage the task completion expectations of human workers and their AI-enabled robot co-workers. Before putting human workers in teams with robots, we emphasize the importance of organizational support mechanisms like facilitating the environment, providing training opportunities, and ensuring a viable technological competence level. Last but not least, we discovered that one of the most difficult challenges for HRM is performance evaluation in teams where humans and robots collaborate. We emphasized the possibility of drawing lessons from the computer gaming literature, where performance evaluation models have been developed to analyse humans' performance in the same context as AI, as well as the lack of existing frameworks to guide HRM function in this concern.

The theoretical and managerial implications of the current conceptual piece's discussion are provided. First, a significant theoretical implication refers to the significance of developing particular theoretical paradigms that go beyond examining AI from the point of view of its functional application in HRM and provide specific insights into the difficulties that arise when humans and AI collaborate in teams. These paradigms will need to be contextualized and focused on an industry (sector), as the challenges and dynamics that arise when human workers collaborate with robots in assembly line manufacturing, on a research and development project in the IT sector, or in customer service delivery settings all differ. (Njoku et al., 2019; Wheeler & Buckley, 2021) Likewise, integrating multidisciplinary is significant for any hypothetical work on man-made intelligence and human specialists connection from a HRM centre as scholastic regions, for example, PC gaming, as well as mechanical technology research, bring a critical potential to the table for experiences because of their connection to this specific circumstance, as well as huge examination previously being finished there according to a specialized viewpoint. An important understanding of the difficulties associated with the utilization and acceptance of modern technologies in organizations will also be provided by key insights gleaned from the technology acceptance model and innovation diffusion.

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