



# Impact of AI on Organizations in Developing Countries

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**Abstract: Purpose** – To analyze the impact of Artificial Intelligence on organization

**Design/methodology/approach**- Descriptive research model and Secondary research were used to build the model on impact of AI on business module. An organized survey form was shaped to collect data and examine the model. Respondents were also selected arbitrarily for the sampling purposes. The model was also assessed by factor analysis and multiple regressions.

**Findings** The regression model demonstrated that AI will have positive influence on recruitment process, competitive advantage and business operations substantially.

**Research limitations/implications** One of the major limitations of this research paper is that magnitude of sample is low. Furthermore, all the respondents were from Bangladesh only. Even, using real data were forbidden in certain areas due to confidentiality.

**Keywords** Artificial Intelligence, Organization, Competitive Advantage, Business Operations and Recruitment Process

**Paper type** Research paper

## CHAPTER-1: INTRODUCTION

After the second Industrial revolution in the year 1870, the world faced drastic changes in the ways business operated. Even today, many scholars argue on the pros and cons possessed by Industrial Revolution. However, the current or ongoing revolution has the ability to make the world spins around it, that is, Artificial Intelligence (AI). The era of human simulation has been keeping everyone occupied with its mind-boggling aptitudes. Starting from pictorial acuteness to speech recognition, decision making talent to dialectal conversion, Artificial Intelligence can almost replicate everything.

Artificial Intelligence has a major impact on every organization in the world. How the organization runs its day-to-day operations are almost entirely altered due to the rise of Artificial Intelligence. There is no doubt that the world now rotates around Artificial Intelligence (AI) and the constant sprouting and advances in Artificial Intelligence is increasing our reliance on it. In today's competitive world, companies are shifting their focus on attaining competitive advantage in order to flourish. Organizations around the world are gradually incorporating Artificial Intelligence in every piece and parts of their business module.

In order to endure the continuous advancement, companies are embracing Artificial Intelligence for generating business decisions, rebuilding the strategies, reducing the miscalculations and most importantly, saving time and money. Not only these, but companies can also improve their productivity and efficiency by employing AI. Artificial Intelligence can also facilitate superior customer service, enhanced quality of products, superior talent management and all these are the key reasons for companies to dynamically adopt to Artificial Intelligence. The main research question managing this analysis is “studying the impact of Artificial Intelligence on organizations”. I believe, this study will show an infinitesimal advance in development of required investigation to understand the broad picture of the analysis.

### 1.1 Literature Review

The era of Artificial Intelligence has marked a significant revolution especially when it comes to how organizations are going to function. In order to sustain in this embryonic market, businesses need to keep on embracing the changes around them. According to Chou (2016), nearly all businesses in the world are under stress to accept automation in order to endure this competitive market. Haefner et al. (2021) stated that AI potentially alters chores into data and acquire business using the mechanization procedure. As per O'Connor (2020), AI is an emergent technology that seems to be hopeful across various trades and divisions. According to Jarrahi (2018), AI has groundbreaking effects on organization's decision-making practice. Moreover, Thomas et al. (2016) stated that artificial intelligence is responsible for restructuring administration process of an organization. Even, Artificial Intelligence has remarkable footprints in many segments in an organization such as recruiting, hiring, internal and external business process, upgraded products and services, enhanced strategies and etc. According to Liebowitz (2001), AI has a noteworthy influence on business method and it enables to develop the forte of the business. Furthermore, organizations are also emphasizing on embracing Artificial Intelligence due to the increase in benefits that comes along with it. As per Bag et al. (2021), adopting to AI can result in increase in productivity, fund reserved and enriched product and customer service quality. Every organization has HR Department

that is responsible for planning out the need of human capital and the needs of the employees. HR department's core job includes recruiting and hiring the best resource for its organization. As per Nilsson (2015), machine have the potential to perform most of the jobs that human intelligence bids. Even, Upadhyay and Khandelwal (2018) said that recruitment sector's tasks can be easily altered by the emergence of AI as it has the ability to replace the regular tasks performed by the recruiters. Gusdorf, Myrna (2008) stated that use of AI in recruitment process can diminish the human intrusion and bias by picking the apt candidates whose portfolio match the job description. Furthermore, Johansson and Herranen (2019) stated that incorporating AI in recruiting process can augment the quality and abolish the routine tasks. They also stated that AI is still very new in recruitment procedure and only a few organizations have implemented AI in recruitment steps. Moreover, Vatsa and Gullamji (2019) specified that AI possesses a strong effect in improving organization's performance, nevertheless, due to the cost required for AI assimilation, many organizations are still lagging in combining AI in HR practices. Beside these, organizations must have viable gain over others in order to thrive forward. Yao et al. (2021) stated that firm's traits are key factors for increasing the business functionalities. He also stated that these abilities assist an organization to arrange other crucial funds required to boost the performance of an organization. According to Kim (2021), creativity is a significant element that helps an organization with invention and competitive advantage. Even Ferreira (2020) identified creativity as the source for delivering unique and treasured ideas. Firms are implementing AI as a solution all over the world. Chaudhuri (2021) stated that businesses may achieve competitive advantage due to AI. Peyravi (2020) stated that Artificial Intelligence Technology offers companies the gears to generate new business method and models. Moreover, Eriksson (2020) stated that technology allows creativity and innovation facilitates analytical solutions to the problems. Furthermore, according to Costa (2019), AI can craft imperative tactics and statistics for the organizations. As per Schrettenbrunner (2020), accepting AI offers more evidence about the purchasers, their preferences and buying arrangements. Mangla (2020) indicated that efficacy, time and proficiency of procedures produce operational excellence. Stanica (2018) pointed out Artificial Intelligence as a vital tool for enlightening human life and the learning process. AI can also amplify yield substantially by real-world training and learning method, stated by Karsenti (2019). Besides, Becker (2017) also said that Artificial Intelligence has the potential to execute innumerable tasks faster without human aid. In addition to these, Ameen (2021) stated that organizations can involve AI to offer customized products and services to the customers, which will result in increase in customer contentment and reliability. Moreover, as per Kiruthika (2017), Artificial Intelligence enables companies to cultivate different aptitudes that will increase the swiftness and let the companies to shape their commerce. In addition to these, Ameen (2021) said that AI will enable information to be managed quicker. Ameen (2021) also specified that including AI in service will intensify the accessibility. Not only these, but Peyravi (2020) also stated that Artificial Intelligence will have a contribution in enhancing accuracy and being ascendable in terms of data, that will make the daily chores much easier.

*H1: AI facilitates seamless recruitment process (Positive Correlation)*

*H2: AI increases competitive advantage of an organization (Positive Correlation)*

*H3: AI enhances internal business operations (Positive Correlation)*

## 1.2 Objectives

Broad Objective:

- The fundamental objective of the report is to understand the impact of Artificial Intelligence on different part of an organization

Specific Objective:

- To find out the degree to which Artificial Intelligence will make the recruitment process smooth
- To find out if Artificial Intelligence will be able to provide competitive advantage to an organization
- To find out if Artificial Intelligence will optimize the internal business operations

## 1.3 Methodology

This is a descriptive and qualitative report. All the information is collected from primary and secondary sources.

Sources of Primary Data-

- Survey from different employees from different Department
- Face to face conversation with the students in different universities
- Direct observations through working

Sources of Secondary data-

- Previous Reports
- Online Journals

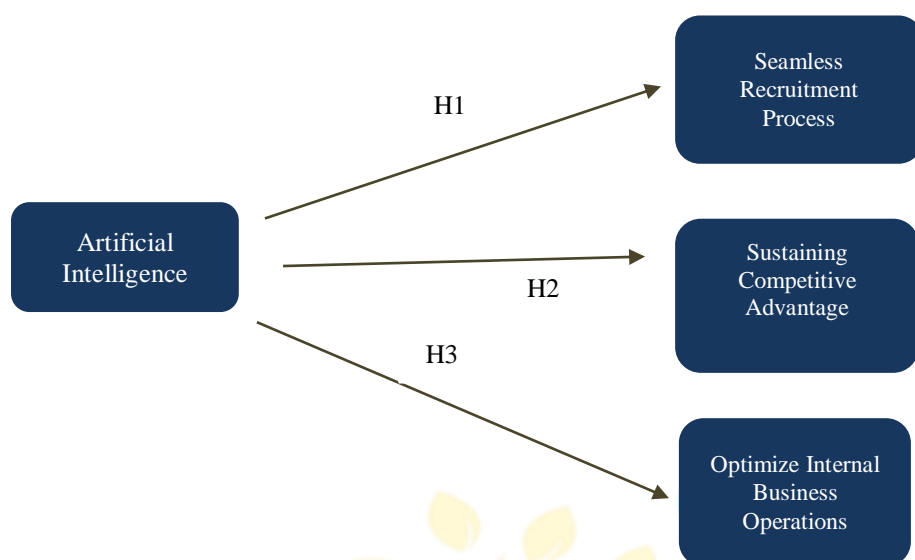
## 1.4 Scope

The report comprises of the detailed elaboration on the importance of AI. Moreover, it embraces how introducing AI will facilitate competitive advantage for organizations in general. It also focuses on the impact of Artificial Intelligence on recruitment process and internal business operations. Beside these, the report assimilates my learnings and knowledge that I have accumulated from my job. The respondents of this study consisted of 345 individuals from different organizations, Universities, different positions, different semesters and various age assortment, educational background and gender. There were 20 questions in the survey questionnaire that included variables which are related to the impact of AI on organizations.

## 1.5 Importance of the Study

Firstly, this study is going to be valuable for the organizations and the employers, as they will understand how AI facilitates the recruitment process. This will help them to integrate AI in their recruitment process in order to employ valuable employees. Secondly, this study will also be beneficial for the participants and the staffs themselves. In addition to these, the study will be resourceful for all the students and researchers, who want to further work on this topic.

## 1.6 Model Development



*Figure 1: Model of "Impact of Artificial Intelligence on Organizations in Developing Countries"*

## CHAPTER 2: RESEARCH METHOD

### 2.1 Research Design

Previous study conducted on the impact of AI has been analyzed as a secondary source. To collect information, survey analysis has also been conducted and questionnaire was given to the employees and students from different organizations and universities in Bangladesh using Descriptive Research Method. Focusing on primary research method, questionnaire was formed in "Google Doc" and transmitted via online social networking sites such as (Facebook, Messenger, and LinkedIn). Furthermore, printed survey form was also used to collect responses from the respondents. This helped to specify the major key factors that are influenced by the emergence of Artificial Intelligence. Questionnaire has been monitored and evaluated and based on that assessing the strengths & weaknesses modification has been made in the questionnaire.

### 2.2 Measurement

The questionnaire that was given to the respondents to measure the impact of AI consists of 5-point Likert scales. Each scale item includes 5 response categories starting from numeral 1 with verbal presentation "strongly agree" and at the numeral 5 "strongly disagree". Moreover, other items such as numeral 2 verbally presents "agree" whereas, numeral 4 represents "disagree" and numeral 3 shows "neutral" perception of the respondents. Demographic information has also been collected from the respondents.

### 2.3 Sampling

A survey has been conducted through a questionnaire. The questionnaire was constructed in Google docs form and sent to the respondents for the survey. Moreover, printed questionnaire was also used to gather responses from the respondents. The questionnaire contained 20 questions including all the dependent and independent variables and demographic factors. Our targeted area of interest for the research conducted consisted of all the employees in Bangladesh. The sample symbolizes the entire population of employees at all the organizations of Bangladesh and is therefore considered to be a closed sample consisting of 345 research contributors. Since particular target groups were targeted for the study, both social media platform and printed survey form had to be used for overall responses.

## CHAPTER 3: ANALYSIS

### 3.1 Demographic Analysis

Frequency analysis of the demographic aspects of the respondents has been shown in the following Table 1. Among the 345 respondents, 76.8 percent are male and 23.2 percent respondents are female. Around 62.6 percentage are aged within 25-30 and 15.1 percent are aged from 31-35. Only 2.6 percentage of the respondents fall in age range of 41-50. 14.2 percent of respondents are in entry level position. Most of the respondents, that is, 32.8 percent are senior executive. Only 7.8 percent of the respondents are students. Most of the employees, that is, 35.4 percent are currently working in Sales department and 24.1 percent are from Operations Department. 14.2 percent respondents are from Human Resource and 12.1 percent concentrates on other departments like IT, Planning, Branding and etc. Only 6.7 percent of the total respondents are from Finance Department. Furthermore, a portion of the total respondents represents students, that is around 7.5 %. Around 58.3 percent of the respondents agree that AI will have a positive influence on business structure and only 0.3 % respondents disagree with the statement. However, 8.7 percent made neither positive nor negative comment regarding AI's impact.



	Frequency	Percentage (%)
<b>Gender</b>		
Male	265	76.8
Female	80	23.2
<b>Age</b>		
18-24	40	11.6
25-30	216	62.6
31-35	52	15.1
36-40	28	8.1
41-50	9	2.6
<b>Employment Level</b>		
Entry Level	49	14.2
Senior Executive	113	32.8
Assistant Manager	69	20.0
Mid-Level Manager	57	16.5
Senior-Level Manager	30	8.7
Student	27	7.8
<b>Current Department</b>		
Sales	122	35.4
Finance	23	6.7
Operations	83	24.1
Human Resources	49	14.2
Others	42	12.2
Students	26	7.5
<b>AI will have positive impact on Business Module</b>		
Strongly Agree	113	32.8
Agree	201	58.3
Neutral	30	8.7
Disagree	1	0.3
Strongly Disagree	0	0

*Table 1: Demographic Analysis*

### 3.2 Data Analysis

No *Missing Values* were found as it was mandatory for the respondents to answer all the questions (Figure 1)

Univariate Statistics							
	N	Mean	Std. Deviation	Missing		No. of Extremes <sup>a</sup>	
				Count	Percent	Low	High
RP1	345	1.7594	.62653	0	.0	0	7
RP2	345	1.8261	.62776	0	.0	0	8
RP3	345	1.9362	.62552	0	.0	.	.
RP4	345	1.9623	.62065	0	.0	.	.
CA1	345	1.9333	.58436	0	.0	.	.
CA2	345	1.9362	.51319	0	.0	.	.
CA3	345	1.8812	.54487	0	.0	.	.
IR1	345	1.9101	.60091	0	.0	.	.
IR2	345	1.8290	.60259	0	.0	0	7
IR3	345	1.8087	.56387	0	.0	.	.
IA1	345	1.9507	.61038	0	.0	.	.
IA2	345	2.0000	.64249	0	.0	.	.
IA3	345	1.9043	.58031	0	.0	.	.
IA4	345	1.8928	.57827	0	.0	.	.
IA5	345	1.9826	.76229	0	.0	.	.
Gender	345	1.2319	.42265	0	.0	.	.
Age	345	2.2754	.86744	0	.0	0	9
Employment	345	2.9623	1.45525	0	.0	0	0
Department	345	2.8377	1.66436	0	.0	0	0
Impact	345	1.7652	.60995	0	.0	0	1

a. Number of cases outside the range (Q1 - 1.5\*IQR, Q3 + 1.5\*IQR).

Figure 1: Missing Data Analysis

### 3.3 KMO and Bartlett’s Test

The Bartlett’s test of Sphericity is less than .05 which means it is statistically significant.

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.901
Bartlett's Test of Sphericity	Approx. Chi-Square	4458.171
	df	105
	Sig.	.000

Varimax rotation technique was applied for the factor analysis since variables were already known. The total cumulative variance is 67.253 percent which is greater than 60 percent (see Table 2). Furthermore, the eigenvalue is 1.170 which is more than 1. Moreover, all values in the communalities table are greater than .5 which has been shown in the following Table 3.

Component	Total Variance Explained									
	Total	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
		% of Variance	Cumulative %		Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	8.918	59.454	59.454	8.918	59.454	59.454	6.240	41.600	41.600	
2	1.170	7.799	67.253	1.170	7.799	67.253	3.848	25.653	67.253	
3	.980	6.532	73.786							
4	.874	5.830	79.615							
5	.521	3.476	83.091							
6	.471	3.138	86.229							
7	.404	2.692	88.921							
8	.301	2.005	90.926							
9	.283	1.886	92.812							
10	.259	1.729	94.541							
11	.231	1.538	96.079							
12	.196	1.308	97.387							
13	.160	1.070	98.457							
14	.128	.851	99.308							
15	.104	.692	100.000							

Extraction Method: Principal Component Analysis.

Table 2: Total Variance Explained

Communalities		
	Initial	Extraction
AI will facilitate detailed resume screening	1.000	.791
smoothing the recruitment process	1.000	.792
AI will save cost for selection and recruitment process	1.000	.615
AI will classify subjective criteria such as favoritism	1.000	.606
AI will allow to expand current business	1.000	.680
AI will facilitate to move into new business	1.000	.658
AI will augment the function, features and performances of products	1.000	.640
AI will free up employees to be more creative by automating task	1.000	.624
Employees can make better decision	1.000	.608
Employees can create/design better featured products	1.000	.632
Pressure to reduce costs will require us to use AI	1.000	.610
Customers will demand AI driven products	1.000	.711
AI will allow to pursue new markets	1.000	.712
AI will enable to capture and apply knowledge where required	1.000	.742
AI will maintain equity and fairness in recruitment process	1.000	.667

Extraction Method: Principal Component Analysis.

**Table 3: Communalities**

**3.4 Reliability**

By using Cronbach’s Alpha, consistency of each variable was weighed. Reliability analysis depicted that the internal consistency of each of the six variables, both dependent and independent are relatively high and considered to be good as the lowest value of alpha should be 0.7 or higher. The reliability analysis of all the four factors is shown below.

Reliability Statistics	
Cronbach's Alpha	N of Items
.835	4

**Table 4(a): Reliability analysis for Seamless Recruitment Process**

Reliability Statistics	
Cronbach's Alpha	N of Items
.814	3

**Table 4(b): Reliability analysis for Sustaining Competitive Advantage**

Reliability Statistics	
Cronbach's Alpha	N of Items
.880	3

**Table 4(c): Reliability analysis for Internal Business Operations**

Reliability Statistics	
Cronbach's Alpha	N of Items
.903	5

**Table 4(d): Reliability analysis for Benefits of Artificial Intelligence**

Reliability Statistics	
Cronbach's Alpha	N of Items
.950	15

Table 4(e): Reliability analysis for both dependent and independent variables

### 3.5 Validity

Bivariate technique was used to direct the convergent validity analysis. It shows the association among items from the identical variables. Correlation of intra item variable will be greater than correlation of another variable of the inter item.

	Correlations														
	RP1	RP2	RP3	RP4	CA1	CA2	CA3	IR1	IR2	IR3	IA1	IA2	IA3	IA4	IA5
RP1	1														
RP2	.825**	1													
RP3	.473**	.482**	1												
RP4	.500**	.468**	.600**	1											
CA1	.448**	.412**	.601**	.554**	1										
CA2	.323**	.326**	.503**	.421**	.781**	1									
CA3	.470**	.458**	.583**	.640**	.486**	.524**	1								
IR1	.483**	.506**	.373**	.523**	.422**	.443**	.651**	1							
IR2	.530**	.482**	.488**	.535**	.537**	.510**	.549**	.696**	1						
IR3	.503**	.522**	.468**	.519**	.561**	.581**	.538**	.678**	.759**	1					
IA1	.471**	.418**	.616**	.617**	.463**	.454**	.725**	.622**	.554**	.530**	1				
IA2	.484**	.447**	.680**	.663**	.550**	.573**	.638**	.640**	.503**	.570**	.712**	1			
IA3	.504**	.465**	.640**	.547**	.693**	.663**	.543**	.567**	.568**	.672**	.528**	.663**	1		
IA4	.458**	.437**	.696**	.645**	.633**	.574**	.587**	.583**	.606**	.614**	.613**	.696**	.810**	1	
IA5	.478**	.449**	.632**	.724**	.643**	.488**	.695**	.580**	.493**	.533**	.648**	.694**	.588**	.655**	1

\*\* . Correlation is significant at the 0.01 level (2-tailed).

### 3.6 Regression Analysis

The model summary shows the total variability of the dependent variable that is clarified by the independent variable. ANOVA demonstrates if the complete model is significant or not. In this research, the model is significant as the significant value is 0.000 (sig =< .05). In coefficient, we will report Beta value, which shows the relationship between dependent and independent variable.

Variables Entered/Removed <sup>a</sup>			
Model	Variables Entered	Variables Removed	Method
1	IR, RP, CA <sup>b</sup>		Enter

a. Dependent Variable: IA  
b. All requested variables entered.

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.890 <sup>a</sup>	.793	.791	1.23973

a. Predictors: (Constant), IR, RP, CA

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2001.836	3	667.279	434.162	.000 <sup>b</sup>
	Residual	524.094	341	1.537		
	Total	2525.930	344			

a. Dependent Variable: IA  
b. Predictors: (Constant), IR, RP, CA

Coefficients <sup>a</sup>								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	-.557	.294		-1.894	.059	-1.135	.022
	RP	.479	.048	.361	9.875	.000	.383	.574
	CA	.836	.073	.433	11.452	.000	.692	.980
	IR	.342	.063	.201	5.389	.000	.217	.467

a. Dependent Variable: IA

## CHAPTER 4: DISCUSSION

Among the four factors, there were three independent variables that were used to conduct multiple regression analysis to determine the impact of AI on Organizations for the model that has been selected. As depicted by the F-statistic, the whole model seems to be

significant ( $\text{Sig} .000 \leq .05$ ). The regression model described 79.1% of the variation in the dependent variable as indicated by the adjusted R square value. All three independent variables are going to be influenced considerably due to Artificial Intelligence-Seamless Recruitment Process ( $b= 0.479$ ;  $\text{Sig}= 0.000$ ), Sustaining Competitive Advantage ( $b= 0.836$ ;  $\text{Sig}= 0.000$ ) and Optimized Business Operations ( $b= 0.342$ ;  $\text{Sig}= 0.000$ ). Not only these, but according to the study, Competitive Advantage is the most important variable as the beta value is the highest and the second most important variable is Recruitment Process. It can also be stated that AI will have least effect on business operations as the beta value is lowest ( $b= 0.342$ ). Furthermore, it can also be stated that all the hypotheses are supported as per the analysis as all the beta values for the three factors are positive. The following results show that the modified model is reasonably effective and significant that explains the reasons for adapting AI in various phases within an organization.

Although the report has been organized cautiously, there were certain limitations and inadequacies. Firstly, there were derisory sources of information and the magnitude of sample was also low. Secondly, using real data were forbidden in certain area due to discretion. Lastly, majority of the respondents are from MGH Group and some renowned private universities in Bangladesh, which tend to form a bias result.

In order to grow steadily in this competitive world, it is extremely essential for every organization to understand the paybacks that AI offers. Beside introducing AI, it is also required for the organizational leaders to analyze the positive impact of AI on every department/ operational procedure. Secondly, companies must emphasize on crucial factors such as recruitment and competitive-advantage. They should be realizing that these factors play an important role in crafting the organization's success. A bad recruitment will not only cause short-term damage, but will also in the long run will be responsible for losing that company's competitive advantage. Business module is the foundation upon which an organization relies on. Hence, implementing AI on business module is also vital for facilitating productivity and efficiency of the employees. Lastly, organizational leaders should ensure that employees are optimistic and encouraging with this revolution as this will be shaping the future progress of that particular organization.

The coefficient of determination in the model shows that there are further factors that need to be analyzed to have an overall idea of the reasons for which AI will bring constructive alterations in the workplace workplace. Further research can be conducted to determine the impact of AI on manufacturing and packaging, branding, finance and etc.

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