**THE IMPACT OF AI-EMBEDDED TECHNOLOGIES IN IMPROVING THE HRM PRACTICES**

***Abstract***

The rapid evolution of artificial intelligence creates a major impact on the traditional HRM practices by offering different innovative solutions in various domains, including performance evaluation, engagement, and recruitment and onboarding. This study aims to explore the integration of AI technology in HRM by identifying the impact of operational strategic decision-making, efficiency, and employee performance. Evaluating different types of secondary data from various academic databases, it is found that AI can offer opportunities in HRM with the help of training, personalisation, talent acquisition and predictive analytics. Despite the benefits, AI can also create some challenges during the integration process, such as high implementation cost, employee resistance, and ethical and legal issues. For the methodology, the researcher has chosen the secondary data collection method to get better results. The AI holds a huge potential for revolutionising the HR functions with the help of strategic planning and a clear ethical framework. This research has a limitation of using only secondary method not primary method. As per the future direction, this research can offer a detailed idea about the applications of AI and challenges faced in using AI. Therefore, the study concludes that the gradual AI implementation with the pilot testing process and training of the workforce to use AI can offer the best results to the organisation in terms of HRM and performance management.

***Keywords:*** Artificial Intelligence (AI), Human Resource Management (HRM), Recruitment Automation, Employee Engagement, Predictive Analytics

**Introduction**

The application of artificial intelligence can be very effective for the new era of human resource Management where automation, machine learning and data analytics can help the company to save time and provide purposeful support to get high-quality results. HR functions are the most essential department which manages all employee related work (Bratton et al. 2021) Most organisations are now employing AI tools to make the recruitment process for human resources to attract more job seekers and employees. As illustrated by Kalusivalingam et al. (2020), with the application of natural language processing and machine learning, AI helps to automate the overall task of human resources for supporting decision making. It can be helpful by enabling the database approach for employee development, talent acquisition and retention, which helps to mitigate the biases and increase the experiences of employees. Applying the adaptability of AI HR leaders can manage a wide range of areas, including employee record management, hiring and recruitment process, performance assessment, pay-role identification and management, onboarding of new employees, and administration of benefits. As opined by Rodgers et al. (2023), companies are now having the potential to use artificial intelligence in HR functions to inform decision-making and to make interaction with HR easier for employees to make good interactions and to invest in employee retention and satisfaction.

Artificial intelligence is now a futuristic concept which reshapes the way organisations manage their people. Due to the vast number of benefits, the majority of companies plan to increase their investment in AI in the upcoming 3 years. The overall revenue of generative AI is around 1.36 billion US dollars. In the year 2024, the majority of HR managers in UK companies have a good understanding of AI (Bohne, 2024). Around 35% of HR managers agreed that the application of AI can be helpful to improve HR functionalities within the organisation (Bohne, 2024). As per the data of Personio (2023), around 66% of business leaders believed that automation and AI hold a significant position for mitigating different types of challenges in the HR department. Therefore, it can be depicted that with the help of artificial intelligence, the majority of organisations started investing in HR technologies for better work atmosphere. However, after evaluating and searching the literature about the application of AI in human resource Management, a very small number of research works on the applicability of AI are being found, which motivates the researcher to develop the study on this particular topic.

***Objectives***

* To identify different types of practices of HRM in managing human resources and increase performance for better growth.
* To evaluate the impact of artificial intelligence in managing HR practices and decision-making ability.
* To evaluate the issues that can be faced at the time of implementing artificial intelligence in HR practices

***Research questions***

1. What are the major tasks of HRM in managing human resources and increasing performance?
2. How does AI impact the organisation by automating HR practices and increasing better decision-making ability?
3. What can be the issues that an organisation faces during implementing AI in HRM?

**Literature review**

The application of AI-embedded technologies is playing an essential role in human resource management practices, which significantly transforms the overall operation of an organisation in managing the workforce. As per the traditional factor, HR majorly operates in reactive and administrative factors, with the advancement of artificial intelligence. HR is evolving day by day due to the proactive and strategic discipline. With the application of artificial intelligence, HR professionals are now able to make different types of data decisions and offer better organisational growth (Guota, 2024). One of the major impactful areas is the application of artificial intelligence in human resource Management for talent management and recruitment. The application of AI-powered applicant tracking system can identify and rank the candidates based on the description and historical hiring data (Faheem et al. 2024). Different types of tools, including chatbots, can be effective in improving the candidate experience. Similarly, predictive analytics also helps to predict the success of a candidate in a particular role. Using these innovations, the HR managers can speed up the hiring process and reduce the recruitment cost (Chowdhury et al. 2023). It also has to improve the hiring process at the time of minimising human bias.

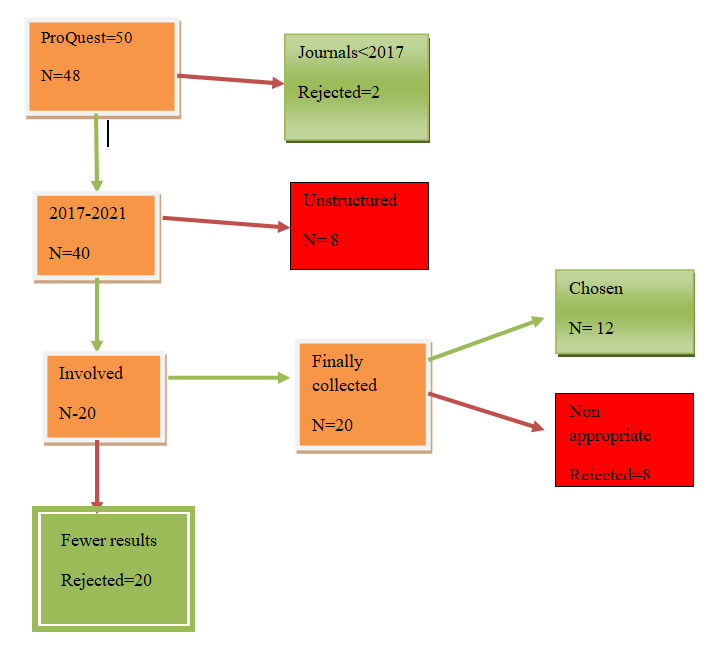
Along with that, AI is also playing a major role in the boarding process. The automation of document submission to avoid the virtual assistant can help the new employees get a better onboarding step (Pan & Froese, 2023). AI also helps to develop a more personalised and seamless process. This type of factor all helps to make the engagement greater by helping new hires to integrate more quickly into the company culture. Apart from that, artificial intelligence can also be effective in making better employee training based on their learning style (Gryncewicz et al. 2023). Using the opportunities of AI technology, the well-being and employee engagement are also being improved by HR to manage operations better. Apart from that, AI is also effective for the management to take proper decision. Analyzing all the pre stored data in the enterprise system, application of AI can take proper action with decision making ability.

Despite having different types of advantages of AI in HRM, the management can face different types of challenges in the organisation. One of the most emerging concerns is that the organisation is related to the security of data privacy. As opined by Budhwar (2024), the AI technology requires better access to large volumes of employees' data, including behavioural, personal and performance-related information. Therefore, at the time of using artificial intelligence in the organisation, the management has to comply with the different types of data protection, such as GDPR, to ensure better transparency in the data used for maintaining employee trust.

Another major challenge that the organisation is facing is related to fairness and algorithmic bias. Cross cultural human resource management challenges create negative effect on the management to maintain all operations. Different types of historical nature data containing the discrimination flowchart, refill bias and gender, AI can unintentionally amplify these biases in promotions, recruitment and performance (Boehmer &Schinnenburg, 2023). Therefore, ensuring fairness in the decision-making process requires auditing, continuous monitoring and human oversight to identify and correct biased outcomes. Apart from that, resistance to change, technical challenges and ethical concerns can also create some major challenges for the Management to maintain better HRM operations.

**Methodology**

The application of Research methodology is playing a crucial role in identifying the major data related to this topic. The researcher has used positivism philosophy and a deductive approach for gathering quality data in this particular research work related to the AI application in HR. The application of interpretivism philosophy is effective in mitigating human intervention in the study. Along with that, for developing this research to attract other academicians or company professionals, the application of descriptive research design is very appropriate. With the help of this design, the researcher can address different questions related to this research topic. The proper collection of research data is one of the most essential elements of research methods. Therefore, for collecting the research data, a *secondary qualitative data collection method* has been adopted by the researcher to get the proper findings from the existing literature sources. Different types of databases, including ResearchGate, Scholar, Science Direct and others, are being evaluated to get the proper data about the AI application. As influenced by Mazhar et al. (2021), the secondary data collection is a time-efficient process which helps to complete the whole research process within less budget and time. The purposive sampling method has been used to collect the necessary data about research topics. For analysing the data, thematic analysis was used by researcher. For developing themes, around 10-15 journal articles are being used. A total of 3 themes are being developed by the researcher to get the findings.

****

**Figure 1: PRISMA search**

(Source: Developed by researcher)

1. **RESULT and DISCUSSION**

**Table 1 : Review of literature**

| Serial number | Author Citation (APA style) | **Region** | **Aim of the study** | **Design of the methodology** | **Key findings** |
| --- | --- | --- | --- | --- | --- |
| **1** | **Easa & Orra (2021)** | Denmark, USA, UK, Hong Kong, Spain | To find the nature of the link which exists between the overall innovation and HRM practices in both private and public sector-based organisations. | Depending upon the systematic review, researches was analysed between 2010 and 2018, a literature review has been conducted for around 31 relevant articles. | Expecting the overall nature of various types of relationships among the chosen articles, the essential finding addresses different human resource practices used and their different utility. These practices are essential to guide the managers to induce innovation. |
| **2** | **Malik et al., (2022)** | Asia | To describe an overview of and different insights into HRM practices in 5 Asian countries, including China, India, Kazakhstan, UAE and Vietnam | HRM literature review analysis has been done based on three parameters, including Quality, Relevance and Recentness. The ProQuest database has been selected to gather data from this perspective. | Different influences on shaping the HRM practices at three major levels, such as the macro, micro and meso levels. |
| **3** | **Anwar & Abdullah (2020)** | Kurdistan region of Iraq | To study the impact of HRM on the performance of government institutions | The application of quantitative research has been used to analyse the overall study. Around 240 sample respondents were selected. | Decentralisation positively influences the overall performance of the organisation. As per the findings, incentive, employee training and selective hiring process can positively influence the overall performance of the organisation. |
| **4** | **Wang et al. (2022)** | China | To analyse why and when digital HRM promotes the HRM effectiveness for increasing the performance of the organisation | Using the application of Path analysis on 1770 sample enterprises, the researcher identified the use of Digital HRM practices depending upon the maturity of the capable HRM. | As per the overall studies, researchers suggested that the digital HRM plays a crucial role in having a positive impact on performance by saving time and minimising the operational cost, promoting innovation in the organisation and optimising the managerial decisions in the environment. |
| **5** | **Boehmer &Schinnenburg (2023)** | Diverse regions | To identify the positive and adverse effects of AI on HRM, the organisation and the workplace and its benefits for getting a competitive advantage in identifying decisions on AI implementation. | In the research methodology, around 62 international journals across various disciplines contain German practitioner journals. For identifying the findings, a systematic literature review has been conducted to obtain the findings. | Four major ambiguities of AI-driven HR might support the sustainable company development, including data ambiguity, transparency, job design, and performance. |
| **6.** | **Bhagyalakshmi, & Maria, (2021)** | Chennai City | To determine the application of AI in HRM | A total of 140 HR employee samples are being selected. For analysing the data, Factor analysis has been used by the organisation to get the best results. | The finding shows the good application of AI in HRM by HR managers in different organisations. The CFA model has been developed to validate the application of AI in HRM. |
| **7.** | **Gryncewicz et al. (2023)** | Diverse locations | To analyse the AI algorithm in the HRM system by focusing on a particular aspect of career building, candidate selection, and predicting the attrition of employees. | The secondary case study review was conducted to demonstrate the advantages of the AI in the HRMinclkduing the increment in satisfaction, employee engagement, recruitment, decision making and employee retention. | The application of AI has a large potential in improving the overall hiring process. It provides useful data for the decision-making process and automates the process of developing an agent-based system for the career path of employees. |
| **8.** | **Basu et al. (2023)** | **Diverse location journals** | To systematically review the literature on the bonding of HRM and AI. | The secondary data method was used. With the help of the configurational approach, different outcomes in their interaction are being identified. | The application of AI provide opportunities in managing the overall HRM practices. It can help to offer better decision-making by utilising data of employees stored in the system. |
| **9.** | **Budhwar et al. (2022)** | **Diverse area** | To provide a thorough assessment of the literature on AI and Advanced technologies in the field of HRM | An empirical systematic literature review has been conducted to get an idea about the opportunities and challenges faced by HRM during the integration of AI. | The application of AI and other AI-integrated technologies helps to manage human resources. However, ethical and legal issues are the major challenges of AI as it includes a large set of consumer data. Improper use of technologies in HRM can also lead to a higher employee turnover rate. |
| **10.** | **Hossin et al. (2021)** | Bangladesh | To analyse HRM practices in Bangladesh and highlight the future issue and opportunities in adopting AI. | Different types of secondary sources are being used, such as books, websites and newspaper articles. The researcher explains the HRM practices in Bangladesh. | As per the findings, AI adaptation challenges are divided into two factors: internal and external. In the internal challenges, Financial constraints, employee readiness, employee fear and training facilities create challenges. Similarly, on the external side, data backup, hacking and data security can create challenges in the organisation. |
| **11.** | **Rane (2024)** | **Diverse locations** | To identify the pivotal role played by different generative AUI in HRMJ by underscoring the significance of employee training, recruitment, and organisational communication. | The researcher has used an exhaustive analysis by including real-world case studies and an ethical framework. | Different challenges, such as ethical implications, bias, contextual understanding, and technology limitations, integration with existing systems and impact on job displacement are the major challenges of using different generative AI in HRM. |
| **12.** | **Chilunjika et al. (2024)** | **South Africa** | To explore the opportunities, challenges and future perspectives in integrating AI in HRM of the South African public sector. | The secondary data collection method, with the help of an extensive review of written records, such as journals, books and book chapters, was used in this study. | Lagging technology update and leading to retrenchment can create some challenges to a large number of jobs in the South African Civil Service. It can pose a threat in white collar jobs. |

**Analysis of different HRM practices for increasing the efficiency and performance of employees**

Human resource management is an integral part of increasing performance and efficiency of employees. The overall effectiveness of an organisation depends on how well the management manages its human resources. Application of effective HRM helps organisations to maintain a proper recruitment process with the help of structured interviews, skill assessment and psychometric testing. It also helps to reduce the employee turnover rate by hiring individuals who have proper values aligned with the organisation. As depicted by Easa & Orra (2021), product innovation can also be influenced by proper HRM practices. Ensuring job satisfaction and matching the candidate to job roles are essential factors for human resources. However, as opined by Malik et al. (2022), three major levels, such as macro, micro and meso, have a higher impact in influencing the HRM practices. The regionalisation of economies, national induction at the visual level, pre-disposition and multinational enterprises are majoring the getting influencing the different nature of HRM practices.

That sometimes creates issues for some organisations to initiate their operations in a new location. Contrarily, with the help of centralisation in the organisation can positively influence the overall HRM practices. As illustrated by Anwar & Abdullah (2020), employee training, selective hiring, and incentive programs influence the performance of employees in these locations. Currently, after the advancements of different technologies, digital HRM can offer better support to HR to smooth the whole process. Wang et al. (2022) stated that the digital HRM creates a positive impact on performance employees by minimising the operational cost, time reducing and promoting the innovation in the organization. Different types of features including the CCPA, GDPR and HIPAA are the various aspects of privacy compliance and data security. The application of AI help to implement these security measures such as data encryption, securing user authentication and establishing secure APIs. Therefore, it can be depicted that HRM practices are the most essential operations which influence the growth of the organisation.

**Impact of Artificial Intelligence in managing the HRM operations**

In the current situation, digitalisation in different business operations, especially in HRM, influences the overall growth and performance of organisations in the highly competitive environment with a skilled workforce. Among the major digitised innovations, AI applications have a significant effect in streamlining the whole HRM process. As depicted by Boehmer &Schinenburg (2023), AI-driven HR can provide better support in a total of 4 major factors, such as job design, performance management, data ambiguity and maintaining transparency. With the help of artificial intelligence, the recruitment and talent acquisition process can be more automated with special tools like resume screening and chatbots to scan a thousand resumes and filter the best candidate for the job criteria. Along with that, as opined by Gryncewucz et al. (2023), the application of AI in HRM can help the HR manager to significantly influence the behaviour of employees. The application of AI facilitates the efficient onboarding experience with the help of virtual onboarding assistants and the adaptive learning process. However, due to the different cultures and regional norms, HR can face some challenges in making the perfect decisions. Hence, as depicted by Basu et al. (2023), utilising AI in the management of HRM can provide proper decision-making ability to the management by utilising the data of employees stored in the main system. As stated by Bhagyalakshmi & Maria (2021), the AI application is very effective in offering and satisfying the employee’s requirements with the help of candidate evaluation, sourcing, interviews, employee development and scheduling the meetings. Therefore, it can be depicted that AI applications in HRM can offer a good number of opportunities to organisations for streamlining the whole process.

**Key issues in integrating AI into operational management**

The integration of AI can offer numerous opportunities and benefits to the organisation, such as real-time data insights, enhanced decision-making and increased efficiency. However, during the integration process, the HRM can face some challenges. As analysed by Buddhwar et al. (2022), the application of AI-based technologies requires a large amount of data for predicting or managing the operation. Therefore, the ethical and legal issues are the most challenging factors that affect the integration process. The leakage of potential data of employees and consumers in the HRM can create difficulties from different legal penalties and ethical concerns of the organisation. Similarly, Hossin et al. (2021), organisations are now facing two types of challenges, one from internal and another from external. As per the internal concerns, employee readiness, improper training facilities, and financial constraints created a major challenge for the organisation to integrate AI. On the other hand, different data security hacking and data backup issues can create challenges for the AI to predict the proper result. Similarly, Rane (2024) also stated that technology limitations, integration with the updated system and job displacement can affect the employees and HRM in maintaining their operation. However, Chilunjika et al. (2024), in the South Africa region, the legging technology upgrade and leading to retrenchment created challenges for the civil service and white collar jobs. Therefore, before integrating the AI into the HRM system, proper planning and identification of all existing systems can be effective for the smooth integration of AI.

**Conclusion**

The application of HRM practices is now playing the most essential role in managing different operations and influencing the growth of the organisation. The strategic HRM helps to maintain proper recruitment, engagement of employees, training and performance management in the organisation. Along with that, HRM practices such as work-life balance, employee development, compensation and improving employee motivation and turnover offer growth to the organisation. However, in the digital era, many advanced technologies are now capturing the market. Among them, Artificial intelligence increases the HR functions with the help of recruitment automation, performance evaluation, onboarding and employee engagement. Using the predictive analytics feature of AI, the organisation can make smart decisions and also improve the HR service delivery. However, among the challenges, the data quality issues work for resistance and implementation cost, are creating challenges for the organisation. Ethical challenges, cybersecurity and legal issues can also impose issues in the integration and usage of AI.

**Recommendation**

Depending on the analysis of HRM practice and the challenges in the operation of Management, the HR profession needs to develop comprehensive HR strategies that are aligned with organisational goals. Along with that, investment in the employee training process and increasing employee engagement with the help of recognition programs and open communication can be effective in using the AI application in HRM. For adopting the AI, starting the pilot project in non-critical areas, such as a chatbot, can be effective to provide an idea to the HR professional about the application.

**Limitations and future directions**

In this study, there are certain limitations. At the current moment, many organisations are now in the early stages of AI adoption. Use of AI in HRM raises different concerns about transparency, bias and data security. Employees also have the fear of job displacement chances after the integration of automation, which affects their motivation level. The limitation of this study is that this overall finding is only dependent upon the articles on AI and HRM practices, which are based on different regions. Therefore, their findings might not prevail over the whole operations of AI and how to include it. Therefore, future researchers are suggested to analyse this issue more deeply with the help of other methods, such as primary quantitative or qualitative interviews, to identify the application of AI in HRM practices. As this research depend upon technology application, scientific community can get good knowledge. Similarly, they can also gather idea about the different applications including AI, IOT and ML. By checking this, they can also get the idea of benefits and challenges.

Disclaimer (Artificial intelligence)

The author hereby declares that NO generative AI technologies such as Large Language Models (ChatGPT, COPILOT, etc.) and text-to-image generators have been used during the writing or editing of this manuscript.

**References**

Anwar, G., & Abdullah, N. N. (2021). The impact of Human Resource Management Practice on Organisational Performance. *International Journal of Engineering, Business and Management (IJEBM)*, *5*. https://papers.ssrn.com/sol3/Delivery.cfm?abstractid=3824689

Basu, S., Majumdar, B., Mukherjee, K., Munjal, S., & Palaksha, C. (2023). Artificial intelligence–HRM interactions and outcomes: A systematic review and causal configurational explanation. *Human Resource Management Review*, *33*(1), 100893. https://eprints.whiterose.ac.uk/182852/12/Basu%20et%20al%202022%20HRMR%20AI%20and%20HRM.pdf

Bhagyalakshmi, R., & Maria, E. F. (2021). Artificial intelligence and HRM: an empirical study on decision-making skills of HR through AI in HRM Practices. *Annals of the Romanian Society for Cell Biology*, *25*(6), 11568-11578. https://www.researchgate.net/profile/R-Bhagyalakshmi-Ramadas/publication/357516089\_Artificial\_Intelligence\_and\_Hrm\_An\_Empirical\_Study\_on\_Decision-Making\_Skills\_of\_Hr\_through\_Ai\_in\_Hrm\_Practices/links/62163038791f4437f158b8d4/Artificial-Intelligence-and-Hrm-An-Empirical-Study-on-Decision-Making-Skills-of-Hr-through-Ai-in-Hrm-Practices.pdf

Boehmer, N., &Schinnenburg, H. (2023). Critical exploration of AI-driven HRM to build up organisational capabilities. Employee Relations: *The International Journal, 45*(5), 1057-1082. https://opus.hs-osnabrueck.de/files/4013/AAM\_Boehmer\_Schinnenburg\_Critical\_exploration.pdf

Bohne, R. (2024). AI use in human resources departments worldwide. *Statista.* https://www.statista.com/topics/13014/ai-use-in-hr-departments/#topicOverview

Bohne, R. (2024). HR managers' understanding of AI in the UK 2024. *Statista.* https://www.statista.com/statistics/1536552/hr-understanding-of-ai-uk/

Bratton, J., Gold, J., Bratton, A., & Steele, L. (2021). *Human resource management*. Bloomsbury Publishing. http://www.ir.harambeeuniversity.edu.et/bitstream/handle/123456789/1638/Human%20Resource%20Management%20Theory%20and%20Practice%20%28%20PDFDrive.com%20%29.pdf?sequence=1&isAllowed=y

Budhwar, P., Malik, A., De Silva, M. T., &Thevisuthan, P. (2022). Artificial intelligence–challenges and opportunities for international HRM: a review and research agenda. *The International Journal of Human Resource* Management, *33*(6), 1065-1097.https://www.tandfonline.com/doi/full/10.1080/09585192.2022.2035161

Chilunjika, A., Intauno, K., &Chilunjika, S. R. (2022). Artificial intelligence and public sector human resource management in South Africa: Opportunities, challenges and prospects. *SA Journal of Human Resource Management*, *20*, 1972. https://sajhrm.co.za/index.php/sajhrm/article/download/1972/3069

Chowdhury, S., Dey, P., Joel-Edgar, S., Bhattacharya, S., Rodriguez-Espindola, O., Abadie, A., & Truong, L. (2023). Unlocking the value of artificial intelligence in human resource management through AI capability framework. *Human resource management review*, *33*(1), 100899. https://research.aston.ac.uk/files/59933298/HRMR\_anonymous\_Final.pdf

Easa, N. F., & Orra, H. E. (2021). HRM practices and innovation: An empirical systematic review. *International Journal of Disruptive Innovation in Government*, *1*(1), 15-35. https://www.emerald.com/insight/content/doi/10.1108/ijdig-11-2019-0005/full/pdf

Faheem, M. A., Anwer, S., Rayhan, Z., Ullah, M. A., Paudel, R., Ahmed, M. F., & Khan, H. (2024). AI-Driven Innovation In HRM And Its Impact On Business Management: An In-Depth Study Of Technology Advancement And Strategic Implementation. *Nanotechnology Perceptions, 20,*1174-1204.https://www.researchgate.net/profile/Muhammad-Ashraf-Faheem/publication/385304116\_AI-Driven\_Innovation\_In\_HRM\_And\_Its\_Impact\_On\_Business\_Management\_An\_In\_Depth\_Study\_Of\_Technology\_Advancement\_And\_Strategic\_Implementation/links/671fbb0edf4b534d4efd5d5b/AI-Driven-Innovation-In-HRM-And-Its-Impact-On-Business-Management-An-In-Depth-Study-Of-Technology-Advancement-And-Strategic-Implementation.pdf

Gryncewicz, W., Zygała, R., & Pilch, A. (2023). AI in HRM: case study analysis. Preliminary research. *Procedia Computer Science*, *225*, 2351-2360. https://www.sciencedirect.com/science/article/pii/S1877050923013844/pdf?md5=a5d86baae13852c50553c06394fb1959&pid=1-s2.0-S1877050923013844-main.pdf

Hossin, M. S., Ulfy, M. A., & Karim, M. W. (2021). Challenges in adopting artificial intelligence (AI) in HRM practices: A study on the Bangladesh perspective. *International Fellowship Journal of Interdisciplinary Research Volume*, *1*. https://papers.ssrn.com/sol3/Delivery.cfm?abstractid=3846744

Kalusivalingam, A. K., Sharma, A., Patel, N., & Singh, V. (2020). Enhancing Customer Service Automation with Natural Language Processing and Reinforcement Learning Algorithms. *International Journal of AI and ML*, *1*(2). https://cognitivecomputingjournal.com/index.php/IJAIML-V1/article/download/61/39

Malik, A., Pereira, V., Budhwar, P., Froese, F. J., Minbaeva, D., Sun, J., & Xue, S. (2022). Multilevel relational influences on HRM practices: a cross-country comparative reflective review of HRM practices in Asia. *Asian Business & Management*, *21*(5), 745. https://pmc.ncbi.nlm.nih.gov/articles/PMC9589635/pdf/41291\_2022\_Article\_208.pdf

Mazhar, S. A., Anjum, R., Anwar, A. I., & Khan, A. A. (2021). Methods of data collection: A fundamental tool of research. *Journal of Integrated Community Health*, *10*(1), 6-10. https://www.researchgate.net/profile/Syeda-Ayeman-Mazhar/publication/356269289\_Methods\_of\_Data\_Collection\_A\_Fundamental\_Tool\_of\_Research/links/61fe7e23870587329e943cd1/Methods-of-Data-Collection-A-Fundamental-Tool-of-Research.pdfGupta, R. (2024). Impact of Artificial Intelligence (AI) on Human Resource Management (HRM). *International Journal For Multidisciplinary Research.*https://pdfs.semanticscholar.org/777c/20d96221f47f83130be9c5cf6a9986759917.pdf

Pan, Y., & Froese, F. J. (2023). An interdisciplinary review of AI and HRM: Challenges and future directions. *Human resource management review,33*(1), 100924.https://www.nemoveco.com/uploads/editor/b14479.pdf

Park, Y. S., Konge, L., & Artino Jr, A. R. (2020). The positivism paradigm of research. *Academic medicine*, *95*(5), 690-694. https://journals.lww.com/academicmedicine/fulltext/2020/05000/the\_positivism\_paradigm\_of\_r%20esearch.16.aspx/%22

Rane, N. (2024). Role and challenges of Chatgpt, Gemini, and similar generative artificial intelligence in human resource management. *Studies in Economics and Business Relations*, *5*(1), 11-23. https://www.sabapub.com/index.php/sebr/article/download/1001/550

Rodgers, W., Murray, J. M., Stefanidis, A., Degbey, W. Y., &Tarba, S. Y. (2023). An artificial intelligence algorithmic approach to ethical decision-making in human resource management processes. *Human resource management review*, *33*(1), 100925. https://www.sciencedirect.com/science/article/pii/S1053482222000432

Wang, L., Zhou, Y., & Zheng, G. (2022). Linking digital HRM practices with HRM effectiveness: The moderate role of HRM capability maturity from the adaptive structuration perspective. *Sustainability*, *14*(2), 1003. https://www.mdpi.com/2071-1050/14/2/1003

Vidyawati, Jadoun RS. Cross-cultural Human Resource Management in India: Challenges, Adaptation, and Emerging Trends. J. Sci. Res. Rep. [Internet]. 2024 Nov. 20 [cited 2025 Jun. 5];30(11): 963-7. Available from: <https://journaljsrr.com/index.php/JSRR/article/view/2623>