

A General Survey of the Use Cases of Artificial Intelligence in Human Resource

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Abstract

Background: such a thorough understanding of this study could best be achieved through conducting in-depth case studies on organizations that have successfully implemented AI in their HR functions, exploring the benefits, challenges, and impact on their workforce, organization, and even the whole of society and a systematic review of existing literature on AI in HR, synthesizing the results of multiple studies to conclude the overall effectiveness, benefits, and challenges associated with AI applications in HR. This study aims to bring out a comprehensive panorama of AI applications in the six sectors of HRM and the impacts of AI implementation in HR on the transformation of business HR practices and its role transformation due to the advent of AI, as well as to promote technological change and ethical policy norms, and legal improvements in this area. **Method:** We have selected the relevant literature through a scoping study, and we have categorized it according to the six components of the Human Resource Life Cycle. **Conclusion:** The literature already covers all six of the human resource life cycle's elements as well as its implications for technology and ethical issues. Future studies may concentrate on how AI affects relationships between dimensions and how it affects results that are particular to human resources. Although AI should still be seen as a solution to many of the problems that face human resources management in businesses, practitioners must acknowledge the limits associated with the implementation of AI in HRM.

Keywords

Human Resources Management; Artificial Intelligence; Human Resource Life Cycle; Scoping Review.

1. Introduction

The ability to draw in, nurture, and retain talent is the foundation of human resource management (HRM), which enables businesses to achieve organizational development, competitiveness, and productivity. HRM is a strategic, well-thought-out method for maximizing employee performance in a business or organization so that it may obtain a competitive edge in the market[1]. It is primarily concerned with how personnel are managed within the business through systems and procedures. HR specialists oversee an organization's human resources and concentrate on putting rules and procedures into place. They can focus on organizing, hiring, on boarding, educating, and growing staff members in addition to upholding benefits and employee relations.

Taylor introduced HRM as scientific management for the first time in the early 1910s. During the early 20th century, hiring, payroll, and personnel records constituted the main emphasis of human resources activities[2]. This tactic, known as people management, gave careful consideration to ensuring effective operations and compliance with labor laws[3]. In the 1930s and 1940s, attention shifted to the well being and motivation of employees. The importance of fostering employee happiness, creating a good work environment, and adhering to social and

psychological needs at work was strongly emphasized by the human relations movement. Since the 1960s and 1970s, when laws pertaining to equal employment opportunities were established, human resources professionals have focused on advancing justice, diversity, and the abolition of workplace discrimination.

This indicated a significant shift in HR practices, with a greater emphasis now being placed on the promotion of diversity and equality[4]. In the 1980s and 1990s, the concept of strategic HR management initially emerged. HR professionals started integrating HR practices with the goals and ambitions of the company. They recognized the critical role that HR played as a strategic partner in promoting business success via effective hiring, retention, and human resource management[5]. The quick advancement of technology in the late 20th and early 21st centuries drastically changed HR practices. HR professionals began utilizing technology for a variety of tasks, including application monitoring, payroll processing, employee self-service, and data analytics. This allowed for more efficient HR operations management and improved decision-making through data-driven insights[6].

The evolution of artificial intelligence (AI) and its applications have made it possible for HRM and other industrial fields to transition into the intelligence age. Since the 1940s, when the first computer was built, some computer scientists have shifted their focus to building machines that are intelligent like humans. Making a machine behave like a person was the original definition of artificial intelligence in the 1950s[7].

Alan Turing proposed the famous Turing Test to discuss the possibility of inventing. In order to explore the prospect of creating a machine capable of thinking like a human, Alan Turing developed the renowned Turing Test. A 1956 cognitive revolution sparked AI-related subfield research. The 1950s through 1970s saw the emergence of early reasoning systems such as natural language, neural networks, and search. Due to a lack of strong computing and funding, the first AI winter occurred in the late 1970s. Expert systems were the first practical use of AI in the 1980s and 1990s. A multitude of commercial applications of AI emerged in the early 2000s as a result of research into machine learning and neural networks. The introduction of big data and deep learning in 2011 significantly stimulated the development of AI. The public distribution of scaled models like ChatGPT has changed the world and become a hallmark of the AI era. The exposition of huge language models laid the groundwork for the AI era. These new technologies, which have developed quickly over the last ten years, have altered the nature of labor and forced many businesses to adopt intelligent modes. From ChatGPT to self-driving cars, robots have entered a wide range of industries and changed the job market by displacing human workers in various roles. Across a range of disciplines, including marketing, operations, finance, and human resource management, artificial intelligence has been employed in decision-making processes[8]. Despite the misconception that it is more people-oriented than data-oriented, HRM has developed into the most analytics-driven department in businesses today [9]. Given the growing dependence on statistical analytics, AI use in HRM ought to be both required and advantageous. AI has been welcomed by several businesses and academic disciplines, including HRM, as a potential tool for record-keeping and processing time reduction[10]. Human resource systems and procedures have been redefined and modified with the introduction of AI in HRM[11]. By providing human-like interfaces and standardizing repetitive tasks, including using chatbots for first interview rounds, it is utilized to improve HR operations. For example, utilizing already preloaded data to answer questions from candidates. Moreover, it creates a database, automatically collects and processes data, analyzes it, and eventually simplifies difficult decision-making[12].

There have been three main stages in the development of HR technology. Prior to the 1990s, the system of records was the focal point of the first generation of HR technology. Since sourcing and manual record-keeping could not keep up with the demand, the HRM profession began utilizing mainframe computers to support HRM activities. As computer networks grew, more

client-server and PC-based applications were created and integrated into HRM, enabling organizations to gather, store, and arrange data across multiple locations. Additionally, HRM databases began to shift from mainframes to other platforms, such as personal computers. In order to accomplish recruiting, planning, training, compensation, and other HRM, web-based solutions are the main emphasis of second-generation HR technology, which emerged in the 1990s and 2000s. According to some studies, the ability of HR transactions to be transmitted through browsers is what ushered in the era of eHRM[13]. The first step toward chatbots, live chat, was introduced by HRM in the 2010s to facilitate immediate contact between HR specialists and employees. The department has seen a transformation thanks to instant messaging and live chat, which has also paved the path for further automation—particularly chatbots. The Smart HR Technologies that emerged in the 2020s are referred to as third-generation HR technology. AI finally made its way into the HRM sector with a variety of AI solutions, like as chatbots, AI interviewers, intelligent HRP platforms, etc. AI exploded in HRM to expedite procedures and increase the accuracy of decision-making.

The majority of current research on AI applications in HRM is concentrated on the following areas: hiring, training, decision-making processes, and job replacement[14]. There is a dearth of research on a comprehensive framework that may be used for AI adoption in HRM. The integration of AI into HRM has had a significant impact since the digital revolution. As businesses adapt to the changing business environment, HR professionals face new challenges and opportunities. In addition, there is a strong industrial need for HR technology to progress in order to maximize resource allocation and expedite the process in order to enhance the benefits of the business. Research has been done on the reasons behind technology adoption decisions, the impact of AI adoption in HRM, and opposition to AI adoption. However, they left out the use of AI in HRM. Thus, the purpose of this study is to present a thorough overview of AI applications in the six HRM sectors as well as the effects of AI implementation in HR on how company HR practices have changed and how their roles have changed as a result of AI. The complete HR process—including resource planning, talent acquisition, learning and development, performance management, reward and recognition, retention, and job design—is shown in the paper's major part. The benefits and drawbacks of each area of the human resources market are methodically enumerated to illustrate the effects on many stakeholders, including employees, HR departments, businesses, and society at large. This is done by studying and analysis of the real AI application examples of each sector. By offering helpful answers, encouraging advancements in technology, moral standards for policy, and the development of relevant legislation.

2. Methodology

Researchers frequently struggle to choose an appropriate methodology for their work. This research is unique. Given the paucity of knowledge about AI and its application to HR activities, it is experimental. In order to be as thorough as possible, scoping reviews focus more on the breadth than the depth of the literature than other review types like descriptive and systematic reviews[15]. Instead of performing a thorough analysis of the literature addressing a specific HR function, a scoping review is suited for addressing these research issues since it is important to evaluate the literature discussing all of the HR roles in businesses.

3. AI Applications in HR

Recent advances in AI have had a major role in the significant restructuring of the human resources environment. We are on the verge of a revolution in the way companies manage their most valuable resource: their workforce, as more and more companies realize the enormous potential of artificial intelligence (AI) in streamlining HR procedures. Since these six

dimensions form a cycle, with the outputs from one forming the inputs for the next, I would like to explicitly explore how AI is influencing HR on the following six sectors in this section, which is the most important of the paper: labor relations, compensation and management, training and development, human resource planning, and performance appraisal. To accomplish the objectives of the company, personnel must be hired or assigned when strategic planning is complete. Because employees are not always ready for every function they play in the company, training and development initiatives are necessary. After workers are doing their duties, their performance may be observed and assessed. After that, compensation management may be utilized to retain staff, inspire motivation, and reward achievement. Human relations management may also take care of other problems including legal compliance, employee engagement, and the atmosphere around labor relations. Ultimately, every piece of information produced throughout this Life Cycle is included into the Strategic Planning procedure for the subsequent cycle. The primary goal of this study may be accomplished by examining real-world situations, mostly from the last ten years, sometimes referred to as the SmartHR Technologies phase, which provides a comprehensive overview of AI applications in HR.

3.1. Human Resource Planning

Human resource planning, according to Bulla and Scott, is a tactic employed by a business to keep a consistent flow of qualified workers while averting personnel surpluses or shortages that help the organization achieve its objectives[16].

The first phase in the human resource cycle is human resource planning. In general, the strategic planning must be created, assessed, and revised by the HR division. Traditional HRP relies on a quantitative approach that is biased and time-consuming.

1) Time-Consuming and Costly

Human resource professionals evaluate a significant amount of employee performance data to make decisions about staffing levels. Employee performance data retrieval, data collecting, grading, and integration are all part of the data analysis process, which puts a heavy, repeated effort on each employee. They must also take part in gap analyses to examine the particular skills that the workforce is lacking, choose training plans for present workers, and choose workers who possess the necessary abilities. They use a lengthy, multi-step statistical technique to complete the gap analysis, which takes a lot of time. Therefore, one of the issues created by time inefficiencies in traditional human resource planning without the application of AI is.

2) Biased Decision-making

In ordinary HR planning, forecasting and person-driven decision-making take place. The primary goal of human resource planning is to give the business a useful and precise forecasting strategy. Without AI, traditional processing mostly depends on the insight and thought processes of human resource professionals, which might vary and be related to cognitive bias that affects decision-making[17]. Re-evaluating the strategy is necessary since business development may be unpredictable and the economic climate is always shifting, but it can also be challenging for experts to make the best choice possible based on outdated information. Therefore, the traditional human resource planning procedure may be the root of the decision's lack of equity and accuracy.

By using AI-driven data analysis and prediction to support HR in proactively addressing retention issues and implementing focused interventions, the planning process may become more flexible and accurate in terms of staff development and retention.

Workday is an integrated software platform that runs on the cloud. It can connect to different external applications including hiring applications, productivity tools and management tools to integrate data in one cloud for better visualization and conduction of the predicted outcomes. Within the system, it also provides organizations with a wide range of tools to support all

aspects of HRM. Workday also turns data and AI-powered forecasts into insights that help users make more informed decisions. It features an integrated AI model that adjusts to shifting job needs stated in terms of hours worked by analyzing data in real time. It can analyze the pre-set appropriate skill of the workforce and then identify skill gaps in the workforce, reevaluate planning, and automatically and continually model forecasting data. The human resource planning process may be accelerated by seeing the immediate outcomes of future labor demands, which saves time on data analysis and model adjustment that would otherwise need traditional approaches. The integrated feature makes Workday easier for data to flow across different company activities and cuts down on the time spent on the HR process. On-demand forecasting powered by AI is another feature of Workday. In order to improve the accuracy and objectivity of the forecasting results, an AI algorithm is used to handle forecasting data throughout time while taking into account the labor market roadmap, economic conditions, and present labor force.

Workday helps businesses run their HR departments more efficiently. It also improves workforce visibility and forecasting, which leads to improved human resource planning. Furthermore, it optimizes resource allocation to optimum resource distribution in workforce planning by streamlining and automating HR administration processes on a single platform. Workday was utilized by AstraZeneca, a multinational pharmaceutical company, to unify its HR practices across many countries. They mentioned improved HR operational efficiency and better worker visibility on a worldwide scale. HR specialists effectively organized employee training and development by utilizing data sets of performance and self-evaluation to visualize the workforce's strengths and weaknesses. As a creative company, Netflix leveraged Workday to foster its culture and rapidly expand its workforce. They have benefited from fewer HR processes and improved data analytic capabilities. With the help of a cloud-based system and continuous analysis, forecasts are always accurate, on target, and in line with the company's expansion. AI replaced the laborious data processing job, freeing HR professionals to focus more on tasks that are more important to people.

While using AI tools in HRP processes can greatly increase strategic planning efficiency by improving workforce allocation and predicting outcomes more accurately, there are drawbacks to this approach as well, such as a lack of human judgment in novel and subjective inquiries and a limited ability to adjust to changing contexts.

1) Lack of Human Judgment in New and Subjective Inquiry

The basis for AI systems' functioning is data patterns and algorithms. They could struggle to understand the nuanced interpersonal dynamics, emotions, and background information that affect HR decisions. Human judgment and intuition, which consider a greater range of situations, may be necessary for some subjective concerns. A thorough awareness of the context is frequently necessary when making choices pertaining to human resources. The appropriateness and efficacy of HR initiatives can be influenced by a variety of factors, such as individual circumstances, corporate culture, and team relationships. AI systems may find it difficult to gather and interpret these contextual elements since they mostly rely on historical data. However, contextual factors that evaluate a candidate's capacity for leadership, creativity, or cultural fit can be included into HR strategy. These evaluations often depend on human judgment, intuition, and knowledge with the particular workplace. AI systems may find it difficult to make precise and nuanced conclusions in some situations since they mostly rely on quantitative data and predetermined criteria. On the contrary, AI could not be sufficient to execute decision-making with thorough comprehension when the planning process has subjective inquiry.

2) Limited Adaptability to Changing Contexts.

Due to the nature of AI referring to detecting historical data to make decisions, it can be challenging to predict future trends or shifts in the HR industry. It is important for HR strategy to predict and prepare changes in macro-economic environment, labor markets, human resource demands and technology development. With the nature of AI, Accurate prediction generation in dynamic and unpredictable contexts is a challenge for AI systems. When facing whole new changes within companies or society, historical data is missing resulting in difficulties for AI to make predictions. Since AI systems are educated on pre-existing data and patterns, they might not be taught on every possible circumstance. When faced with a situation not covered by the training set, AI systems might not be able to provide accurate guidance or make a sensible decision. Working under this limitation can be particularly challenging in situations when firms are evolving fast or when handling new HR problems. Consequently, more work has to be done on AI in HR planning so that it may be adjusted for improved forecasting.

All things considered, the use of AI technologies to human resource planning streamlines the planning process by cutting down on data analysis time and yielding greater predicting outcomes based on data. To increase the performance, it is necessary to overcome some limitations related to the lack of human subjective inquiry and the inability to adjust to changing settings.

3.2. Recruitment

AI is significantly changing HR in the recruiting process, from identifying the best prospects for a position to building a candidate pool that meets job requirements to choosing the best candidate[18].

Conventional techniques for interviewing candidates and evaluating resumes can be inefficient, expensive, and repetitive.

1) Costly and Redundant

For a single job opportunity, HR specialists could have to sort through hundreds or even thousands of applications, which can greatly impede the hiring process. Higher expenditures for the company may result from the longer time periods and more man-hours needed for traditional recruitment. This covers advertising expenses, employee time, and any productivity losses from extended job openings.

2) Human Bias

recruiting managers and recruiters may base their decisions on preconceived notions, personal experiences, or prejudices. This may easily result in unconscious biases that affect the recruiting process, reducing diversity in the workplace and perhaps missing out on talented applicants.

3) Risk of Errors

Inconsistencies in candidate evaluation might result in a variable selection process in the absence of defined methods and criteria. Also, human mistake is a common occurrence while entering and processing data by hand. For instance, errors in job advertising or candidate data may result in miscommunications or lost chances.

On the other hand, implementing AI technologies may expedite the job posting, resume screening, and candidate interviewing processes, resulting in a quick and effective hiring process that will enhance the candidate experience and draw in more applications. Similar to applicant tracking systems, which make it simpler to locate candidates who are a good fit for a position by identifying terms and phrases that correspond with job specifications.

There are actual instances of major corporations employing AI technologies for recruitment, including Unilever, KraftHeinz, Dow Jones, Sodexo, and Cathay Pacific.

AI is used by HireVue, a platform for video interviews, to evaluate candidates' abilities, personalities, and suitability for the position. Hiring managers can receive insights and suggestions from HireVue, which evaluates applicants' speech, body language, and facial expressions[19]. At HireVue, a group of industrial-psychologists with over 50 years of combined expertise in assessment and adverse-impact testing collaborates with data scientists. The generally accepted legal, professional, and validation standards established within the psychology field serve as the foundation for the data scientists and IO psychologists at HireVue. They consistently assess the evidence and theory supporting the interpretations and hiring decisions made based on assessment results while also making sure protected groups are not adversely affected. The group develops an algorithm for the assessment that eliminates data that has a negative influence without materially lowering the evaluation's predicted accuracy. The findings demonstrate the effectiveness of businesses integrating HireVue into their recruiting procedure.

By collaborating with interviewers and candidates, Cathay Pacific automates the interview scheduling process and increases recruiting time by over 90%. This results in 20% faster time to fill sales openings and higher-quality recruits.

One of its international clients, Unilever, has stated that it has saved £1 million in total, 90% less time to hire, and 16% more diversity hiring.

In 2015, Atlanta Public Schools recruited teachers and administrators for all 80 of its schools using HireVue's interview and training platform. Statistics demonstrate that all principal openings were filled in full at the start of classes and that enlisting students as counselors and advisers through internal police recruiting reduced student criminal crimes by 66%.

Another representative AI-driven tool in the hiring process is called Textio. It is an augmented writing program that can generate the high-quality content recording to existing content automatically. In the context of recruitment, Textio is used to provide effective and unbiased job descriptions to assist in sourcing the right role of talents.

While incorporating AI tools into hiring procedures can greatly improve the efficacy, consistency, and efficiency of talent acquisition strategies, there are drawbacks to this approach as well, including moral dilemmas, the possibility of algorithmic bias, and the requirement for human oversight.

Nvidia uses Textio to enhance the company's job posting. Based on the natural language processing algorithms, Textio can attract talent pools by creating more accurate and equal job positions which shorten the hiring time of Nvidia to find out the candidates.

1) AI can be Biased

Numerous AI systems have biases towards specific racial and gender identities. The AI algorithm or model may eliminate candidates from a certain group, resulting in unfairness and discrimination against this group, if the AI system's past data is skewed or unjust. Tambe et al., for instance, discuss Amazon's recruiting algorithm, which found that it was prejudiced against female candidates since, according to the data used to train the AI, it had detected a causal association between sex and job performance[10]. The AI rejected applications based on other characteristics linked to female candidates, such as educational background, even after the sex of the applicants was taken out of the algorithm.

2) Data Privacy and Security

Big Data is also being used by organizations to investigate the relationships between employee outcomes, management practices, and staff demographics[20]. It is unclear, nonetheless, if staff anonymity can be guaranteed throughout the gathering and handling of applicant data. Data security and privacy were put at risk due to unapproved consent obtained before analyzing vast volumes of employee personal data and information leaks to third parties.

3) Lack of Accountability and Trust

consumers of AI systems are unable to comprehend how the AI system operates or which aspects are prioritized due to a lack of transparency that isolates the algorithms from the consumers. For example, a lot of HR choices have an impact on workers, either individually or collectively, hence the opaque nature of AI decision-making frequently results in discontent with the conclusion. Workers reasonably anticipate that choices will be made in a fair and impartial manner, but they also expect that they won't be viewed as nothing more than variables in an equation or as numbers. Considering that there are social norms on what aspects of hiring choices should and shouldn't be taken into account[10], workers need to believe that these standards are upheld during the decision-making process.

4) Lack of Personal Touch

Complex, nuanced, or ambiguous information may be difficult for an AI-powered recruiting platform to comprehend or analyze, which might result in errors when evaluating candidates' credentials or screening their talents. An AI interviewing system, for example, may not be able to effectively comprehend the nuances of human communication when evaluating candidates who satisfy certain standards. This might result in recruiting outcomes that are incomplete or misleading.

In general, artificial intelligence (AI) can effectively expedite the hiring process and improve the favorable candidate experience, which will draw in further applications down the road. Building confidence in AI-driven operations and managing employee expectations both need open communication and transparency.

3.3. Training and Development

Training and development are defined as a planned set of activities for imparting knowledge to employees leading to a growth in job skills required for organizational growth[21].

Traditional methods of Training and Development are lack of efficiency and personalization.

1) Inefficiency

Leaders in learning and development identify the skills they will need to be competitive in the business during workforce planning.

Some may even be unaware of how to go about it. Others invest a great deal of effort establishing their own manual method for tracking skill development and spotting skill gaps within their teams. Furthermore, because there is a vast array of abilities to pick from, businesses confront a difficult challenge when trying to mainstream skills. HRBPs and L&D employ a variety of tools, and they occasionally might even need to speak with management. This is not the best approach since there is a chance that data will get obsolete, fragmented, or even duplicated. It will take a lot of time and work to fix all of these.

2) Lack of Personalization

Individual demands might not be catered for in traditional training programs. One-size-fits-all strategies might not be able to meet certain learning preferences or skill gaps. For instance, learning and development managers could provide every employee with the same training module, regardless of their background or level of expertise. This could result in employees receiving redundant or unnecessary information and producing less than ideal results.

AI is transforming talent training by offering personalized learning and development opportunities. AI-driven systems can assess employees' skills, strengths, and weaknesses and recommend relevant training programs or career paths. This not only enhances individual growth by providing a more flexible and easier way to create customized curricula, track progress, and monitor the performance of employees at all levels but also benefits the organization by aligning employee skills with business needs.

There are some real-life examples of some big companies such as Accenture, Byte Dance, Dell, and Canva using AI tools for Training and development.

Using AI technology, Cornerstone aims to provide its staff with a tailored and all-encompassing learning experience. In order to recommend individualized learning routes and material, such as bite-sized, interactive modules that are jam-packed with crucial information, known as microlearning courses, it will examine student profiles and performance. The goal of these learning management systems is to assist companies in developing, overseeing, and implementing staff training and development initiatives.

The results show that companies that adopt Cornerstone into their hiring process are a success. Before 2017, Samsung, a large multinational corporation with its headquarters in the Republic of Korea that manufactures consumer electronics, mobile phones, and semiconductors, lacked an integrated learning platform with its B2B system (SFDC) to equip its workforce of over 290,000 employees across various divisions and regions with the skills and knowledge needed to adopt the newest mobile needs and learning trends. Samsung integrated its partner training platform with Cornerstone to standardize learning processes and deliver flexible services tailored to the unique needs of each business division that leverage strategic collaboration with various global and local solution providers, as stated in the Samsung Financial Statement Spreadsheet 2017. Samsung has been integrating Cornerstone into its global B2B learning platform since 2017 to actively assist in a strategic alliance with SFDC.

The implementation of Cornerstone shows that companies that adopt Cornerstone into their training and development are a success.

Samsung reduced system operating expenses by integrating its enterprise learning platform. The business made operational savings of more than 300 million won in 2023. In comparison to the prior year, partners' course completion rates rose by 15%. Over 4.5 out of 5 users were satisfied. Additionally, the cloud-based, internationally integrated single system offers worldwide visibility, significantly enhancing the effectiveness of its partners' and employees' product certification, review, and training programs. We can run our learning platform as a globally integrated unified system and get global visibility by implementing the Cornerstone platform. DooJoon Hong, Principal Professional at Samsung Electronics, stated, "This has greatly reduced our system operation costs and increased our efficiency in various training, evaluation, and certification. It has also aided in our internal staff training initiatives as well as the growth and maintenance of our B2B partner partnerships. We intend to maintain our tight commercial relationship with Cornerstone in order to further revolutionize education.

While AI-powered feedback systems promote transparency, agility, and employee development, they also bring out challenges that lack of responsible and fair performance appraisal.

1) Loss of human connection

Organizations might rely too much on AI for training and development, neglecting the importance of human interaction, mentoring, and personalized guidance. For instance, a company might replace traditional classroom training sessions with AI-powered e-learning modules. Although this might save time and money, it may also cause workers to lose out on important possibilities for networking and face-to-face encounters with colleagues and instructors. This could result in a loss of interest and personal connection during the learning process[22].

2) Limited cognition of human emotions and context

AI applications could not be able to recognize human emotions and social cues, which could result in improper or insufficient training materials or delivery. AI systems could find it difficult to adjust to the unique requirements of different people or cultures. For instance, linguistic or cultural hurdles may prevent an AI-driven training software from identifying that a worker is having difficulty understanding a certain subject. As a result, the system might not modify the training material or delivery to better meet the needs of the staff, which would decrease its efficacy[23].

3) Ethical concerns

The application of AI to HR procedures may give rise to unethical problems including discriminatory treatment or biased judgments based on age, gender, or ethnicity. AI algorithms may unintentionally perpetuate preexisting prejudices in training materials or evaluation procedures, for example, if the training data provided to the AI system contains biased examples of male employees earning higher performance ratings than female employees with comparable credentials.

All in all, while AI can enhance individual growth more flexibly and easily to create customized curricula, track progress, and monitor the performance of employees at all levels aligning employee skills with business needs. Close human connection and ethical care are essential in managing employee expectations and building trust in AI-driven processes.

3.4. Performance Appraisal

A performance evaluation is a routine, periodic procedure that records and assesses an employee's work performance. This is carried out following workers' orientation and onboarding training. Regular evaluations of an employee's performance inside a company comprise performance appraisals, which are a component of career development[24].

The effectiveness of traditional HR management in performance reviews is low.

1) Lack of Frequent and Continuous Feedback

Annual performance evaluations are typically used in traditional performance appraisals, implying that daily input is not exchanged. This delay might make it more difficult to provide employees with timely feedback and reduce their chances of continuing to communicate and progress as a team.

2) Bias and Subjectivity

Conventional employee performance appraisals only include the managers' perspectives, which frequently center on predetermined standards and overlook workers' distinctive abilities. Due of this subjectivity, evaluations may be skewed and based on the employees' bad experiences and subjective opinions.

3) Lack of Flexibility

Conventional procedures can be rigorous and complicated, frequently placing more emphasis on previous performance than on assessments that are current or future focused. It's possible that they missed recent successes or adjustments made to an employee's performance since the last review meeting, and they're not very good at adjusting to shifting company requirements or individual employee performance.

Unlike the above problems, AI-enabled performance management tools optimize performance monitoring and management, improve workplace safety, and lower turnover, which can provide real-time feedback and performance analytics, helping employees and managers make data-driven decisions about their career progression. This shift from annual reviews to continuous feedback loops is fostering a culture of improvement and growth within companies.

There are some real-life examples of some companies such as Accenture, Byte Dance, Dell, and Canva using AI tools for Performance appraisal.

Google's "g2g" (Google to Google): Google to Google is an AI-powered tool integrated into their performance appraisal processes. It allows employees to provide continuous feedback to each other. It facilitates ongoing communication and helps address performance issues in real time. By leveraging AI, Google promotes a culture of feedback and ensures that evaluations are not limited to annual reviews.

The results show that companies that adopt g2g into their Performance appraisal are a success.

1) Hewlett-Packard uses g2g to analyze data of 330,000 employees to predict who has a high risk of leaving the job resulting in an estimated saving of \$300 million.

2) Hulu, a streaming service, emphasizes continuous feedback and uses AI tools to enhance employee communication and performance discussions.

3) The National Basketball Association (NBA) uses AI tools to facilitate ongoing communication and feedback among players and staff.

While AI-powered feedback systems promote transparency, agility, and employee development, they also bring out challenges that lack of responsible and fair performance appraisal.

1) Loss of Personalize Needs

Artificial Intelligence is not perfect. It is not as good at taking context, feelings, or interpersonal dynamics into account as human assessors are. Neglecting the human element necessary for genuinely comprehending and developing talent might result from relying entirely on AI to handle standardized solutions for employee performance, growth, and well-being.

2) Lack of Accuracy

Because AI algorithms are programmed to focus on predetermined criteria, they may miss out on hidden qualities or potential in employees, thus leading to the loss of unique skills. For instance, a variety of measures are used to assess the complexity of HR phenomena, such as classifying an excellent employee. One such often used metric is the performance assessment score, which has bias, validity problems, and is inaccurate. Numerous employers are completely abandoning it[25]. In that scenario, companies might not develop and make the most of their employees' potential.

3) Ethical Considerations

During the algorithms process, AI systems may unintentionally reinforce biases found in training data to show the social prejudices and discrimination. It is possible for inadvertent prejudice to take place, leading to unfair treatment, unjust assessments and discrimination of individual employees, which may deteriorate the current inequalities and lower employee morale and may even cause legal challenges.

To conclude, AI applied in performance appraisal can increase the productivity, professionals still need to solve the above issues for non-biased, equal and just standard to guarantee honest and ethical performance reviews. Also, the trust issue between employees and AI needs to be addressed to building confidence in AI-driven operations and managing employee expectations both need open communication and transparency.

3.5. Compensation and Benefits

Any payment made to an employee by their employer while they are employed is referred to as compensation. The worker will give their time, effort, and expertise in exchange. Top talent can be attracted and retained, and their happiness, motivation, and engagement at work may be maintained with an alluring remuneration and benefits package.

Traditional HR management in compensation and benefits can be limited and inefficient.

1) Time-Consuming

Traditional compensation management often relies on manual processes, such as paper-based forms and spreadsheets. These methods can be time-consuming and prone to errors.

2) Lack of Data-Driven Decision-Making.

Without AI tools, HR professionals spend significant time on administrative tasks, which limits their ability to focus on strategic initiatives based on data analysis to make informed pay decisions.

3) Limited in Benchmarks and Forecasting

Traditional methods may struggle with labor budgeting due to limited benchmarks and forecasting capabilities. Hence, it's challenging to contextualize compensation data and identify trends effectively.

Conversely, AI is transforming compensation and benefits, enabling more accurate forecasts and data-driven insights automatically to inform strategic workforce planning.

There are some real-life examples of famous companies especially in catering and retailing in Hong Kong such as McDonald and Iconic Watches & Jewelry Groups, using AI tools for compensation and benefits.

The skilled staff at IPL HRMS Payroll Outsourcing assists companies in meeting their demands for handling employee payroll and HR administration., which is a comprehensive software suite developed by IPL Research Limited. They can handle a wide range of tasks, including processing payrolls for various employment packages; handling final payments and other additional batches; generating standard and tailor-made reports; managing employee leave and distributing pay slips; preparing documents related to MPF contributions; assisting with tax-related matters; ensuring data security; providing insights for HR and finance & accounting; acting as an HR advisor. Payroll administration outsourcing might therefore result in lower hiring expenses and higher output. exact timing, extreme accuracy, and robust adaptability. Third, make sure that the management analytics for employee support abide by the law and offer thorough information on a regular and as-needed basis. Lastly, it offers various interfaces according to the business requirements of the customer. When combined, artificial intelligence (AI) offers data-backed advice that empowers businesses to decide on pay plans that strike a balance between internal goals, worker demands, outside circumstances, and moral obligations related to inclusion and equality. The complexity of today's workplace might present chances to fundamentally alter pay policies.

The findings demonstrate the effectiveness of businesses using IPL HRMS for pay and benefits. One of the top watch and jewelry companies in the world, Iconic Watches & Jewelry Groups, implemented C&T's IPL HRMS human resources management system to streamline payroll and HR procedures. The development of their Hong Kong retail company is aided by this tailored automation. IPL HRMS helps McDonald's Hong Kong with payroll processing and related duties. With the use of AI predictive analytics, businesses can plan budgets and whole rewards programs by analyzing compensation data and producing precise forecasts.

AI has the ability to significantly change strategic HR decision-making and pay planning. Nonetheless, there are significant moral issues that need to be addressed with relation to algorithmic prejudice and data privacy.

1) Privacy Concerns

To perform decision-making in compensation and benefits, it requires AI to access mass amount of data and some including sensitive information. When handling sensitive employee data, AI systems may disregard data security and privacy laws, creating privacy risks. An AI system, for instance, examines employee performance data, which includes private information like medical records. If the AI systems lack sufficient security, leakage of personal data of employees would take place to violate individual privacy. Although the goal is to maximize advantages, employees' concerns over the privacy of their personal data may arise.

2) Lack of Transparency

AI models can be complex based on algorithms and it needs strong background of computer science with well education, making employees excluded from IT discipline difficult to understand the standard, data analysis process and decision-making criteria. It is also a challenge for HR professionals as well to understand how explainable decisions are made. Lack of transparency of AI algorithms may result in employees doubting the feasibility and reliability of AI. The complexed nature of AI makes HR professionals find it challenging to explain these decisions to employees because the model lacks transparency.

3) Algorithms Bias

An AI tool recommends salary adjustments based on historical data. However, if the training data contains gender or racial biases, AI trained on these biased data would enlarge the gap across gender or races. The inequalities would not diminish, even perpetuate unequal pay.

To conclude, AI applications in compensation and benefits management can bring benefits including accurate forecasts and data-driven insights with high time efficiency. However, challenges of bias, transparency and privacy issues should be addressed to optimize the use of AI.

3.6. Labor Relations

Labor relations refers to the interactions and agreements between employers and employees, usually including workers who are protected by a union contract or collective bargaining agreement. Managing employee contracts, keeping track of grievances, communicating with unions, and abiding by the most recent labor regulations are all included in labor relations[26]. Traditional HR management in Training and development is time-consuming and has limitations in the following ways.

1) Manual Handling Risks

The probability of error and inaccuracies occurring increase with manual handling labor relations tasks. In the process of documentation, data input and conversation, human errors are inevitable, which may lead to misunderstanding between stakeholders, delays of solutions, further developing into grievances and deteriorate the labor relations. Manual handling can lead to errors, delays, and administrative burdens for HR professionals.

2) Communication Barriers

Traditional labor relations heavily rely on interactions between HR professionals and employees. The prioritized method of communication is language. However, factors such as cultural differences, language differences and degree of proficiency of a foreign language could be the communication barriers. Misunderstanding, conflicts, confusion and productivity deductions would be the result of low-efficiency labor relations.

3) Limited Insights into Employee Concerns

Traditional labor relations may lack data-driven insights into employee concerns, grievances and satisfaction levels with limitation on data collection, statistical analyzing ability and subjective cognition. For example, collective bargaining, usually including negotiations on wages and employee rights, is the most significant part of labor relations. However, during the bargaining process, attention and emotion will be easier dragged into conflicts, argument and misunderstanding. Managing these negotiations can be complex and time-consuming leading to long bargaining processes. The delay of agreements would rise the anger and affect employee satisfaction. This would miss opportunities to proactively address issues and improve employee relations.

Oppositely, adopting AI tools in Labor relations could improve employee concerns, enabling proactive measures to maintain positive labor relations. There are some real-life examples of using AI tools for Labor relations in various industries, such as Heluna Health and Hilton Hotels that make big improvements.

With the help of chatbots, predictive attrition analysis, and automated employee pulse surveys, InFeedo is an AI-powered HR platform that gives HR professionals the tools they need to proactively improve employee engagement and retention and promote a more diverse workplace culture. To be more specific, Amber is an AI chatbot within the inFeedo platform. It engages with employees, identifies those who are unhappy, disengaged, or at risk of leaving, and gathers personalized feedback. Amber ensures ongoing communication to enhance employee sentiment. What's more, by analyzing sentiment, Amber predicts attrition risks. Automated Feedback Handling: Amber summarizes and acts on feedback at scale. Employees

find it comfortable to share their thoughts and feelings with Amber, leading to better insights for HR teams. Amber simplifies HR tasks, allowing efficient processing of employee feedback and improving overall engagement.

Workers may ask specific questions regarding their pay and benefits at any time with CloudApper's AI-powered chatbot, hrGPT. These chatbots provide prompt, understandable answers to inquiries, alleviating strain on HR departments and soothing agitated employees. These systems ease access to corporate regulations and HR-related information, while also enhancing employee autonomy by offering round-the-clock assistance. But also frees up HR personnel to focus on more strategic tasks. For example, Heluna Health, with its diverse workforce of over 1500 employees, implemented CloudApper hrGPT to automate HCM tasks. They successfully addressed three key challenges related to transforming the employee experience through HCM automation. By streamlining processes, Workforce engagement and productivity were enhanced by Heluna Health. Hilton Hotels further improves HR services and employee satisfaction by using CloudApper's hrGPT to respond to employee inquiries.

Though there are significant ethical issues with data privacy and algorithmic bias that need to be addressed, AI can improve labor relations in HR.

1) Employees don't trust AI accuracy

Even though AI could be able to answer common questions from staff members, staff members might not feel comfortable that the information they're getting is reliable. Chatbots haven't lessened the workload for HR staff members since staff members still follow up with HR to verify the information.

2) Lack of empathy and understanding

While AI can process large quantities of data and do repetitive jobs more effectively than humans, it is unable to understand the subtleties of human emotions and behavior. When working with AI-driven systems, employees might feel alienated or detached, which would lower their job satisfaction and make dispute resolution less successful.

3) Break workplace democracy

Usage of AI in labor relations may increase the power imbalance between workers and management. AI tools are often used to monitor and control those in the lower ranks extracting more profit for the shareholders and the managers. This can result in workers having less autonomy, privacy, and bargaining power, which could potentially lead to the extraction of more profit for shareholders and managers at the expense of workers' well-being. Additionally, AI may further reinforce inequality in bargaining power of underprivilege. It is obviously that AI-driven automation can lead to job displacement, especially those with lower skill levels, and hence increase the disparity in bargaining power. Workers could be more ready to put up with worse working conditions and lower pay as they fight for fewer and fewer jobs.

In a conclusion, while AI can enhance labor relations, organizations must address these drawbacks to ensure responsible and effective implementation. Balancing automation with human expertise remains essential for successful HR practices.

4. Reflection

According to Gerfalk et al., if people focus only on the benefits of using AI, it will lead to a one-sided understanding. Experts must also consider the risks and challenges of using AI in order to better utilize and improve it[27]. The legal and moral problems in this process reflect the disadvantages of artificial intelligence in human resource management to a certain extent. Therefore, this section Outlines the consequences of AI application in the human resource management cycle, including both short - and long-term benefits and drawbacks.

From the perspective of benefits, it has a profound impact on different entities that directly or indirectly use AI systems, including employees, employers, human resources departments, companies, and even society as a whole.

1) The role of AI ethics

AI ethics are principles for the development and use of AI systems to ensure that the use of AI technology is ethical and emphasizes social values. By identifying potential risks such as discriminatory outcomes, job displacement, and invasion of privacy, it develops strategies to mitigate these risks and prevent crises. In addition, it provides knowledge to a variety of stakeholders, including students, researchers, developers, policymakers, and the general public, to enhance society's understanding of the ethical implications of AI.

2) For employees

According to Deloitte's research report, AI in human resource management can provide personalized training and career development advice based on an individual's skills, performance, and career aspirations, thereby subtly improving employee job satisfaction and helping individuals progress. In addition, it has inspired employees to upgrade their own capabilities to adapt to the increasingly prosperous work environment of AI development.

3) For the HR department

Mooney et al. identified three important benefits of AI use[28]. According to Kim et al., Abijith and Wamba, Mooney et al., they are improved information gathering, storing, processing, and transmission; innovation and process evolution; and automation[28-30]. Artificial Intelligence (AI) facilitates labor and cost savings by increasing the efficiency of HR functions and by automating repetitive work. In that scenario, as the emphasis moves to the strategic and mission-centric aspects of company, HR experts may lessen unnecessary and repetitive labor and encourage innovation. Additionally, AI supports the HR team's data-driven decision-making and real-time performance evaluations. AI can assist decrease human bias and inconsistency in HRM tasks, particularly in the areas of applicant sourcing and screening.

4) For Companies

Businesses' demands get increasingly complex as they expand and hire more staff members, and their primary goal is to save time and resources. Additionally, a decrease in several costs as well as the successful and efficient use of resources and goal attainment have been observed with the proper integration of AI[31]. Allocating the best resources to promote higher-quality results also saves money and time.

5) For society

HR departments may be able to diversify their workforce by using AI, reflecting the balance of the population in terms of age, gender, ethnicity, handicap, and other categories. Bias is a pervasive problem in modern HR practice that skews hiring and promotion decisions against minorities. Even if AI automates certain processes, it also boosts the economy by creating new employment in decision-making, maintenance, and development[32]. It enhances the overall efficiency of the whole business industry through the expansion of job positions in AI. Also, AI's ability to automate routine tasks can lead to more flexible work arrangements and potentially improve work-life balance enhancing the overall stability of society and the well-being of people.

AI in HRM AI streamlines HR processes, optimizes resource allocation, and enables data-driven decision-making of organizations that can foster workforce development, adapt to new challenges, and create a more stable society. It also brings out intended or unintended disadvantages towards various subjects in the process of using AI tools.

1) For AI algorithms

If AI systems are trained on biased historical data sets, they may perpetuate existing biases, leading to biases in the application of human resources. What's more, AI systems require ongoing training and adaptation to keep up with evolving human resource practices and labor laws.

2) For candidates:

First, the use of AI to monitor performance may raise privacy concerns, cause discomfort and damage employee relationships. AI systems typically require large amounts of data to function effectively. In human resource management, this can mean the need to collect detailed personal information about employees, including their work patterns, performance metrics, and even physical characteristics data. For example, some companies use AI to analyze an employee's email or chat messages to gauge an employee's mood or identify potential problems, which could be seen as an intrusion into private communications. In addition, AI-driven tools can be used to monitor employee activity, communications, and productivity. For example, software that tracks keystrokes or uses computer vision to analyze employee behavior during work hours can be considered intrusive. One example is Amazon's use of AI cameras in delivery vehicles to monitor drivers, which has raised concerns about constant surveillance and the impact on privacy.

The second factor is employees' negative responses, which might influence organizational outcomes by bluffing and tricking the algorithm. As hiding one's true talents in a supervised setting is a common psychological occurrence in humans. It is necessary to record spontaneity to search for, verify, and assess the truth and true qualities[33]. AI will also give rise to grave ethical concerns. For instance, when evaluating candidates, AI-powered metrics would omit individuals from underrepresented backgrounds who could have distinctive experiences or skill sets that an algorithm might miss.

3) For employers

Most HR professionals lack related AI knowledge to ensure they're adopting products that don't expose their organizations to risk. If so, it lacks relevant regulation that HR should take full responsibility for the talent acquisition results by AI. Besides, technical challenges appeared in training employees on how their AI models work in detail since training staff to use the AI tools effectively can be costly in the long term.

4) For the HR department,

AI does the data analysis and generates results based on past performance. According to Chamorro-Premuzic, the AI can only make judgments that are as trustworthy as the data it was given to train the model. If the data has biases of any kind, the AI may incorporate those biases into its analysis and draw unreliable conclusions[34]. The AI application environment's metrics for predicting a delicate outcome have demonstrated a significant bias. For instance, the hiring or firing process must adhere to a fairness approach, evaluate employee sociopsychological concerns, and uphold procedural and distributive justice[31]. But in 2017, evidence of "gender bias" caused Amazon's recruiting algorithm to fail, raising doubts about the fairness of employing AI for employment[35]. Because of the dominance of men in the technology industry, Amazon's data model was trained to verify applicants for more than ten years by looking for patterns in the curriculum vitae that applicants submitted to the company. At that time, the majority of applications came from men. Nevertheless, one of the challenges is the limited amount of data accessible for terminating employees due to subpar performance. The number of employees of a particular company poses a data constraint. More precisely, HR does not possess "Big Data", as most companies have their employee count in thousands not in millions, hence analysis tools may not be helpful[25].

5) For companies

Investment Costs are overloading in purchasing and updating AI tools. For example, the IT department must have flexible infrastructure like networks, software, hardware, and data installations for AI adoption[36, 37]. Therefore, firms must have robust finances to maintain the technology and are more ready for technological innovation.

6) For society

Automation of routine tasks by AI can lead to job displacement, particularly for roles that do not require specialized skills which increases the unemployment rate resulting in social stability. Besides, inconsistency of laws will limit the capability of AI to make decisions results are subject to ethical and regulatory requirements, which further limits AI's decision-making power. Every jurisdiction, such as a nation, state, province, etc., has its own set of employment rules that dictate how businesses handle their workforce. AI usage cannot, however, be in violation of any current laws. Generalizing from one circumstance to another is made more difficult for organizations that operate in many jurisdictions because they have to consider different sets of laws, which are not necessarily consistent with one another.

5. General Solutions

While each of these HR functions can be considered individually, in practice they do not exist in a vacuum, they are all part of the HR Life Cycle, which can influence from one to the other sectors[10]. Some common technology and ethical problems appear in the six dimensions. Therefore, in this part, general regulatory and policy measures are mainly proposed to sort out the current drawbacks of AI applications existing in the six sectors of HRM.

5.1. Establish Robust Data Protection Policies

1) For company

First, companies must comply with industry regulations to ensure transparency about the use of AI. Establish internal guidelines, codes of conduct, ethics review processes, and design reporting channels, such as hotlines or anonymous reporting systems, to report AI-related issues in HR departments. Second, establish legal protections, including anti-retaliation clauses, confidentiality guarantees, and financial compensation provisions for human resources whistleblowers who report AI-related issues. Third, employees should be aware of the types of data that are securely collected and processed to ensure their rights regarding data privacy and report AI-related issues to human resources. Fourth, HR professionals have an obligation to audit AI systems for unfair bias and ensure fair decision-making. For example, algorithms must be transparent and not biased by protected characteristics such as race or gender. Finally, establish guidelines or requirements for third-party audits of AI systems used in HR processes to ensure they comply with fairness, non-discrimination, and privacy principles.

2) For government

The first is to adopt some existing legislative provisions related to human resources to solve the above problems. For example, the European Union's General Data Protection Regulation (GDPR). In addition, Title VII of the Civil Rights Act of 1964 prohibits discrimination in employment on the basis of race, color, religion, sex, or national origin. Hr departments that use AI systems for hiring, promotion, or performance reviews must ensure that their algorithms do not lead to discriminatory outcomes based on these protected characteristics. These regulations could also be modeled on the Equal Pay Act in the United States and similar legislation in other countries. The second is a new policy that requires organizations to provide more information about their AI systems, including decision-making processes, fairness metrics, and potential biases, to ensure employees and candidates understand how AI affects HR decisions. Third, provide specific guidelines or best practices for the use of AI in various HR processes to ensure the responsible and ethical use of these technologies.

3) Balancing AI with human intervention

Initially, it will be crucial for organizations to navigate the balance between the use of AI tools and human professionals' intervention. Relying both to manage personal employee performance, development, and well-being to support for employees' emotional needs is a must. Specifically, employee help ensure that AI technologies are designed with a nuanced understanding of the workplace context and are more likely to be perceived as fair and beneficial by employees. Further, organizations can implement criteria for deciding when humans should be involved. Make sure the Human-centric approach: Clarify employees' rights with strategy setting and decision making such as the right to contest AI-generated outcomes or request human intervention in critical decisions. As the AI technologies are revolving fast, it asks for the top management to participate in the transformation to review and monitor. By selecting the right technology for the job with utmost exactitude, AI and machine learning provide a gamut of tools which is quintessential for a growing ecosystem. Emotional support

4) Mitigate the algorithm's bias

Regular auditing algorithms to make sure that algorithms are transparent and free from biases based on protected characteristics like race or gender. What's more, create an interdisciplinary team: Setting objectives will provide significant outcomes, especially for cross-functional teams that are connected to corporate objectives. Because AI is prescriptive, it may yield significant and relevant results when combined with a focused business goal, an organization's contextually accurate data collection, and the creation of cross-functional teams with visibility throughout the whole company. More significantly, HR directors need to make sure that employee data is kept confidential and utilized only with permission when using AI for HRM analysis and used only with informed consent.

HR professionals have an obligation to audit AI systems for unfair biases and ensure compensation decisions are made fairly. Lastly, adopt fairness and diverse data metrics. Cappelli and Tavis used performance appraisal scores as an example of a measure that may either reward or cause being a "good employee," but it cannot be the sole factor in determining this[38]. Therefore, HR professionals can be involved in AI systems audition to assure biases limitation and fairness.

5.2. Education and Awareness

1) Educate awareness of AI tools

For company: When using AI in HR increases the risk of perpetuating bias and discrimination, HR professionals must diligently review and address biases in the AI system's design and data inputs. Also, employers who use AI hiring tools are liable for potential discriminatory hiring practices. Thus, fostering a culture of ethical AI development and use within the organization is important. Besides, as each employee brings their strengths, weaknesses, and experiences to the workplace. Relying both on AI and human professionals to manage personal employee performance, development, and well-being. Moreover, involve employee representatives in discussions about AI adoption seek their input, and address concerns of transparency and Accountability.

For government: Incorporate AI ethics, bias mitigation, and the potential impact of AI on HR into educational curricula. Organize workshops, seminars, and online courses that explain AI concepts and their implications in HRM for HR professionals, students, and policymakers and promote public discourse on the responsible use of AI technologies[39]. What's more, foster partnerships between universities, research institutions, and HR industry associations and encourage joint research and knowledge sharing. For instance, establish AI research centers focused on HRM, where experts from philosophers, and technologists to politicians and educators collaborate on best practices and share findings.

2) Develop trust in AI use

For the company: Encouraging openness in AI decision-making so that staff members may comprehend and challenge choices that affect them. When employing AI for hiring, be sure to share the standards by which candidates are chosen and describe the methods you take to reduce prejudice and employee misunderstanding around the use of AI in HRM. In order to improve employee experience and boost trust in adopting AI technologies, it is important to establish an anonymous feedback channel for both HR professionals and workers to share their thoughts on AI systems.

For governments: Create rules and regulations to guarantee the ethical and responsible usage of AI. putting in place laws that safeguard employees' privacy and restrict overzealous monitoring and spying. In addition, create a regulatory organization to supervise AI applications in HRM and guarantee adherence to moral guidelines. Although national AI regulations differ, governments can work together to include all pertinent stakeholders in talks about the deployment of AI and develop a common understanding to solve broad challenges related to ethical standards.

According to Rights-based Ethics what is moral is what makes us the best person we can be. What is moral is that which is in accord with everyone's rights. Organizations should treat all candidates and employees fairly and without discrimination. And what is moral is that which promotes healthy relationships and the well-being of individuals and their interdependence of rights-based Ethics. AI systems should handle employee and candidate data with the utmost care, ensuring compliance with relevant data protection regulations to comply with privacy and data protection.

6. Conclusion

HRM must adjust to the shifting environment as AI develops further, adopting cutting-edge technology while tackling the related difficulties. The article's discussion of the six aspects of HRM using AI tools represents the cutting-edge of HR practices in the AI age, offering businesses a road map for navigating the challenges of managing a contemporary workforce and addressing the ethical and technological implications of the present. HR practitioners may aid in the creation of a dynamic, flexible, and human-centered workplace in the digital era by comprehending and incorporating these themes. It is critical to recognize that this study may have limitations, as with any research. First, in line with all reviews, this study may conclude that each sector is rather straightforward, primarily due to the use of straightforward techniques like the Scoping Reviews method. Secondly, there is a dearth of comparative analysis regarding the use of AI in the human resources sector across various nations and areas. Quantitative analysis and statistical data collection are absent from the study methodology. The majority of the sources this report cites come from the Internet; field trips and surveys do not provide statistical support. Second, since the search was restricted to English-language publications, pertinent studies written in other languages could have gone unnoticed. Researchers with multilingual skills might build on this work by looking at publications from non-English sources. Third, technological advancements in AI for business are surpassing those of academia[8]. This study's findings are restricted to the publications that were already published when the search was done. If researchers want to stay current with the advancements in their field, they should refer to recent papers. The goal of this study is to present a thorough overview of AI applications in the six HRM sectors as well as the effects of AI deployment in HR on how company HR practices have changed and how their roles have changed because of AI. Limitations associated with the use of AI in HRM, along with some of its technological advantages that HRM may find useful. The findings of the scoping study were used to create a future research agenda that included ideas for possible research topics and a list of HRM research components that may profit from the use of AI. Future research on AI in HRM

should also concentrate on the aspects of the HR Life Cycle that receive less attention in the literature, as well as the relationships between the various aspects. Researchers will be in a better position to contribute to the useful uses of AI in HRM if they take the HR Life Cycle into account in their future work.

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