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AN EVALUATION OF THE IMPACT OF ARTIFICIAL INTELLIGENCE INTEGRATION ON JOB DISPLACEMENT AND EFFICIENCY IN HUMAN RESOURCE MANAGEMENT

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ABSTRACT

Artificial intelligence (AI) is being widely adopted in human resource management (HRM) to transform conventional HR practices; while increasing efficiency, it has sparked debates on human displacement. The purpose of this research was to assess the changes that have occurred in the HR job roles and productivity due to AI. A secondary qualitative research design has been conducted, which included an analysis of secondary data through thematic analysis. The study concludes that the use of AI improves HR function productivity especially in the areas of recruitment and performance management. Through automation, we have been able to free up the time of HR professionals for other strategic activities. However, it also raises some concerns for the employment of people and their displacement especially where the jobs are routine. This paper also focuses on the role of reskilling to prevent job displacement and achieve a proper AI integration.

Keywords: Artificial Intelligence; Human Resource Management; Job Displacement; HR Efficiency; Automation; Reskilling

1. INTRODUCTION

1.1. Background

The integration of Artificial Intelligence (AI) in Human Resource Management (HRM) has transformed traditional HR practices, enabling automation, data-driven decision-making, and enhanced employee management. According to a study conducted by the Society for Human Resource Management, as of 2022, approximately 25% of organizations globally utilized AI in their HR operations (SHRM, 2022). The applications of AI in HRM cover virtually every aspect of HRM, including applicant screening, training, and the assessment of employees. The prospect of AI utilization in HRM has been further boosted by the emergence of generative AI technology. In a survey conducted by Deloitte (2024), 71% of executives revealed the intention to use generative AI to improve the capabilities of their employees. The scenario is similar in the Indian market. A survey conducted by Deel and Rakuten in 2024 on 250 Indian companies found that more than 50% of those companies are using six or more AI tools to support their HR practices (Suraksha, 2024). Another report by Moneycontrol suggests that the explosive growth of the HR tech market in India, which is projected to reach the size of around 38 billion USD by 2030, is primarily fueled by the increasing adoption of generative AI and other AI tools in HR practices (Sahu, 2023). The use of AI in HRM has been on the rise because of the benefits that come with it such as efficiency, effectiveness, and cost reduction as well as a better experience for the employees. According to the estimates of Grand View Research (2024), the global AI in HR market is expected to grow at a compound annual growth rate (CAGR) of approximately 24.8% between 2020 and 2030 (See Figure 1). However, it is worth mentioning that, whether the increasing adoption of AI in HR practices will replace human professionals or modify their functions remains a matter of great debate (Suraksha, 2024; Sahu, 2023).

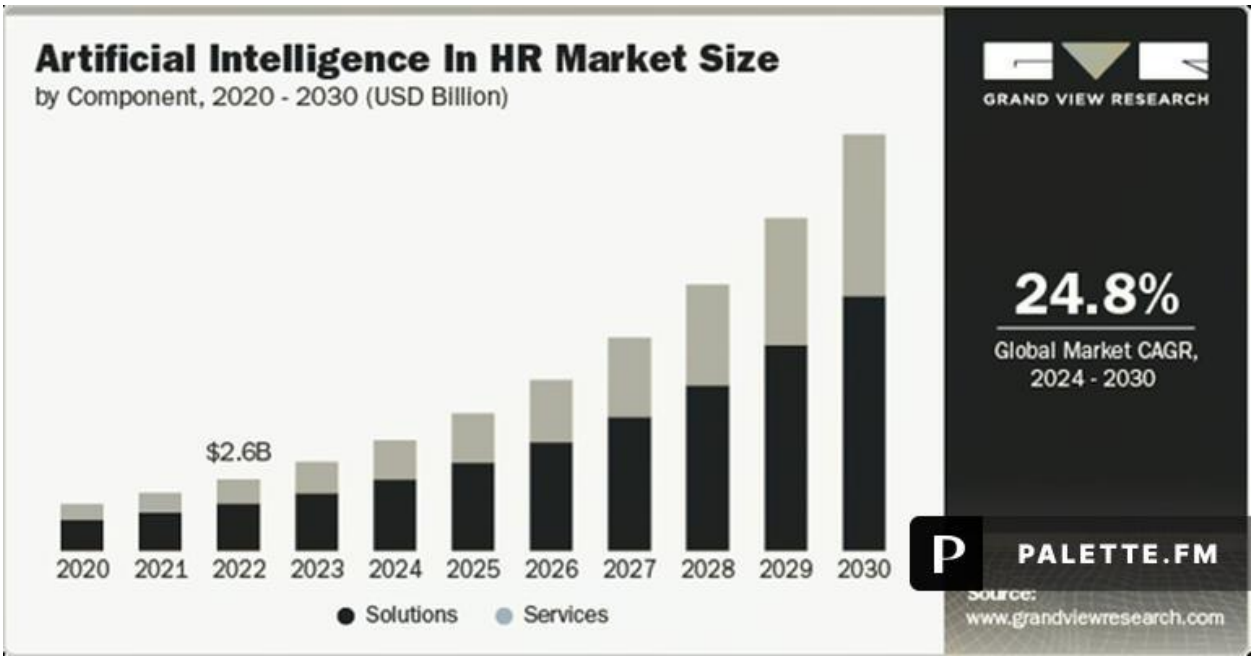

Figure 1: Projected Growth of the AI in the HR Market between 2020 and 2030 (Source: Grand View Research, 2024)

Machine learning, natural language processing, and other forms of artificial intelligence are changing the face of HR practices. For example, AI can be used to sort resumes, which means that human resources specialists will be able to devote more time to important projects (Delecraz et al. 2022). Through the use of AI in analytics, organizations can estimate the turnover of employees, the level of satisfaction of the employees, and the job training that is suitable for the employees. These advancements help in the decision-making process and make the HR function more flexible. However, the use of AI in HRM is not without its drawbacks, especially in the aspect of employment displacement.

One of the biggest challenges related to the integration of AI in HRM is job displacement. With the increasing use of AI in the automation of tasks that were hitherto done by human beings, there is a fear that many HR jobs may be at risk. Research by McKinsey & Company (2023) projected that as much as 30% of HR work might be automated by 2030, meaning millions of HR professionals will lose their jobs. According to a survey conducted by the Hero Group, around 80% of professionals in India, including HR professionals speculate that their jobs will be replaced by AI in the foreseeable future (Verma, 2023). This trend brings into debate the efficiency of using AI and the social and economic effect of job losses. While some people believe that the use of AI will generate new employment opportunities, other people believe that the rate of technological advancement might be too fast for the workers to cope with.

1.2. Research Problem

The increased utilization of AI in HRM has brought about the transformation of the ways in which HR functions are handled. Nevertheless, these changes have also raised many questions on the effects of the integration of AI particularly on employment. The current literature has highlighted the advantages of AI in HRM in terms of effectiveness (Sanyaolu and Atsaboghena, 2022; Budhwar et al. 2022; Chowdhury et al. 2023) but has not paid much attention to the costs of such efficiency in terms of employment. Nevertheless, it is possible to identify the absence of a clear understanding of the potential impact of AI on HRM and the workforce in the future. To address this research gap, this study evaluates the implications of implementing AI in the workplace concerning job displacement and the effectiveness of HRM practices while providing a neutral overview of the advantages and disadvantages of AI.

The reason for understanding these impacts is more urgent as organizations are still in the process of integrating AI technologies. The ambiguity surrounding the implications of these changes for employment and HRM productivity results in organizations making choices that may be detrimental to employees and the organization. However, the question of the ethical nature of the use of AI in the context of HRM, particularly in relation to the threat of

automation, remains open. This paper aims to add to the understanding of these questions, and thus to the broader debate on AI at work and its potential for the future of HRM.

1.3. Aim, Objectives, and Research Questions

1.3.1. Aim

The aim of this study is to evaluate how AI integration in Human Resource Management (HRM) affects job displacement and HRM efficiency, assessing both the challenges and improvements associated with AI adoption.

1.3.2. Objectives

- To analyze the extent of job displacement in HRM roles resulting from AI integration.
- To assess the improvements in HRM efficiency metrics following AI adoption.
- To identify the key AI technologies contributing to changes in HRM practices and job roles.
- To evaluate the balance between the negative impacts of job displacement and the positive effects on HRM efficiency.

1.3.3. Research Questions

- How does the integration of AI in HRM processes influence job displacement within HR departments?
- What specific HRM efficiency metrics are most improved by AI technologies, and to what extent?
- Which AI technologies are most commonly implemented in HRM, and how do they alter traditional HR roles and functions?
- What is the overall balance between the negative impacts of job displacement and the positive advancements in HRM efficiency due to AI integration?

2. LITERATURE REVIEW

2.1. Overview and Applications of AI in HRM

Artificial Intelligence (AI), defined by Gopalan and Ramakrishnan (2024, p.713) as the "simulation of human intelligence in machines designed to think and learn", has significantly impacted various domains, including Human Resource Management (HRM). According to Armstrong and Taylor (2017), HRM is the process of managing human resources in an organization so as to achieve organizational objectives. AI has been adopted in the HRM to enhance efficiency in areas such as the processing of data, and decision making among others. Rathnayake and Gunawardana (2023) identified that the use of AI in HRM is diverse and can be applied in recruitment and selection, training, performance management, and engagement. These applications are premised on the understanding that AI can analyze a lot of data and come up with information that can be useful to the SHRM.

However, there are some issues with the use of AI in the context of HRM. With the use of AI in the industry, there is a worry that human resource professionals might be replaced by automation in the normal human resource management positions (Tambe et al. 2019). However, there are some concerns that are related to the ethical use of AI in HRM such as; privacy of data used by the AI and the transparency of the decisions made by the system. Such problems prove that while the application of AI in the HRM is beneficial there are disadvantages that must be looked into in order to benefit more than being defeated.

2.2. Key AI Tools Used in HRM

When applying AI in the context of HRM, several tools of AI have thus been emergent. Tian et al. (2023) noted that the following are the tools that are used in the performance of HR functions machine learning algorithms, natural language processing, and predictive analytics which all serve multiple functions of HR. Saker (2021) notes that machine learning is a process of training an algorithm on how to arrive at a decision taking into consideration some data. In HRM, machine learning is primarily used in analytical forecasting whereby specific turnover can be estimated with ease, superior-performing workers can be identified and appropriate workforce configuration can also be determined.

Another AI technique applied in HRM is the NLP, it is applied for the sentiment analysis and for the employee feedback analysis and for the communication automation purpose (Soni et al. 2020). For instance, as NLP connects with AI chatbots and are incorporated into the HRM processes, it becomes possible to respond to the questions of an employee thereby relieving the efforts of the human resource experts (Singh et al. 2024). Moreover, the AI systems deployed in the HR analytics encompass from across the several systems in order to collate the database and-picture of workforce to help in taking the decision. All these AI tools are transforming the HRM practices by minimizing the amount of workload, enhancing decision-making aspects, and optimizing on time gains.. However, the use of these tools also brings concerns regarding the changes that they bring to the HR roles and the possibility

of having to retrain and upskill HR personnel to accommodate the AI tools (Vishwanath and Vaddepalli, 2023). Because of the fast development of AI in the field of HRM, it is essential to reconsider its effects on HR practices and the workforce on a regular basis.

2.3. Benefits of AI in Business and Management

AI is not limited to the implementation in business and management practices but provides benefits that are useful for the organization. As pointed out by Javaid et al. (2022), AI optimizes operations through automation, elimination of errors, and accelerated work. In customer service, AI chatbots offer quick answers to the customers' questions, enhancing the quality of the service and customers' satisfaction (Huang and Rust, 2018). Likewise, Dash et al. (2019) observed that AI-based supply chain management systems help in managing inventory, minimizing wastage, and improving the supply chain robustness.

Another area where AI is useful is in data analysis and the use of data in decision-making in business management. According to Davenport and Ronanki (2018), AI analytics platforms help managers make pattern recognition, demand forecasting, and resource allocation. It is a more objective approach to strategy formulation and development of business solutions. Furthermore, AI technologies contribute to the growth of innovation since they create opportunities to design new solutions and services that people require (Agrawal et al. 2019). As per the research of Kogta Financial (2024), around 87% of companies in India believe that AI will help them increase revenue and optimize operational efficiency.

2.4. Potential Challenges of AI in Business and Management

Thus, on the one hand, AI has a lot of advantages, but on the other hand, its use in business and management has certain problems. One area of concern is that AI will replace people in jobs that they are currently doing. The World Economic Forum (2020) indicates that AI could lead to the loss of 85 million jobs in medium and large organizations by 2025, mainly jobs that are repetitive in nature. This potential displacement raises questions about the future of work and the preparation of the workforce for the changes that are likely to be brought about by AI (Bessen, 2018). While discussing the various aspects of managing an AI-powered workforce, Roy (2021) stated that it is critical to design, develop, and deploy these tools in a way that these tools can not function without the assistance of human HR professionals. This view shows that there will be job displacements in the near future in Human Resource and other functions. Another problem is the ethical questions on AI with focus on the data protection and security.

2.5. The Research Gap

However, there is no consensus on Despite numerous works that reveal the opportunities and risks of the use of AI in enhancing company performance and management, there is still no defined Although there is numerous work that explore AI from the perspective of efficiency, in terms of technical possibility, or overall organizational effect, little is known There are still many works, which pay attention to the study of the positive effect of the AI in efficiency and share impacts on work force and society

However, the possibility of the development of the AI in the field of the HRM is still uncertain, particularly the nature of the shift of the HRM practices and positions in the future. Hence, it is necessary to conduct a For this purpose, this paper seeks to offer a critical analysis of the impact of AI on unemployment and HRM performance in the discussion on future work in the era of AI.

3. RESEARCH METHODOLOGY

3.1. Research Philosophy and Approach

This study adopted an interpretivist research philosophy since the research focused on identifying the impression of the HR professionals when performing their tasks enhanced by artificial intelligence. Interpretivism is, therefore, the most appropriate approach in a situation where emphasis is on how people understand the situation – Alharahsheh and Pius (2020). Said Agterberg (2023), it requires the construction or development of theory and framework from the patterns and relation exhibited in the data. This approach was particularly helpful for this research because the impact of AI on HRM is comparatively underexplored. Currently, this approach allowed being more sensitive to what was disclosed, and to be closer to actual settings and problems the HR practitioners face in practice when applying AI.

3.2. Research Strategy and Methodological Choice

To develop the theory from the systematized data, grounded theory was applied during the entire research process. To Yu and Smith (2021), grounded theory is a method of data collection followed by analysis in a manner that seeks to produce theories that are nearly real. This approach was useful for this research because it enabled identification of the multiple interrelated impacts of AI on HRM, which may not have been easily explained by established

theories.

The research method used in this study is a mono-method and the secondary qualitative research design was used and information used in this study was obtained from secondary resources. This decision was made because sufficient material concerning the impact and the importance of AI in the HRM has been published in literary sources, as well as in the reports and case studies. It also provides the researcher an opportunity to access large amount of information from diverse secondary sources allowing the researcher to have depth understanding of the effects of AI in a number of areas of HRM and make sure that the area of research interest was well understood.

3.3. Data Collection Method

The data for this study was collected form a variety of secondary sources related to the application of AI in HRM. The search strategy used in this study was therefore employed with the aim of identifying high quality source of information that would best capture the research questions of the study. The following databases and search engines were utilized: Google Scholar, JSTOR, Google and etc. These platforms were identified as the ones that provide the scholar and managerial articles about HRM and AI.

Certain keyword and phrases were used in the search with the use of Boolean operators in order to obtain only related literature. Some of the searching words were as follows; Artificial Intelligence, Human Resource Management, Integration of AI, Job Displacement, Efficiency of HRM, Automation of Human Resource Management. The Boolean operators used employed were AND, OR and NOT (Ruggiano and Perry, 2019). For instance, the following search terms were employed: Keywords for the search process include; Artificial Intelligence AND Human Resource Management AND job displacement and AI integration OR automation AND HRM efficiency.

These sources were selected in order to get the overall picture at the problem and the information and the concepts from the standpoint of the scholarly and practical approach to the issue. This warranted covering all the available literature thus creating a good platform to evaluate the impact of AI in HRM. The literature screening criteria of inclusion and exclusion were employed to ensure selection and inclusion of only relevant and quality data into the study. The criteria are as followed and can be seen below in Table 1 below:

Criteria	Inclusion	Exclusion
Publication Date	Published after 2019	Published before 2019
Language	English	Non-English
Source Type	Peer-reviewed articles, industry reports, conference papers, case studies	Non-peer-reviewed articles, opinion pieces, blog posts, editorials
Relevance	Direct relevance to AI integration in HRM, with a focus on job displacement and HRM efficiency.	General discussions on AI without a specific focus on HRM.

Table 1: Inclusion and Exclusion Criteria

3.4. Data Analysis Method

The type of analysis used in this study was thematic analysis which is a type of qualitative analysis where prevalent trends in the data under study are identified, categorized, analyzed and interpreted for emergence of themes. This approach or technique of data analysis as mentioned by Vaismoradi and Snelgrove (2019) is described as thematic analysis, which in fact is a method of analysis of qualitative data although used in a very versatile and flexible manner. This method was adopted because it make it easier to look at patterns in the qualitative data that this study wants to establish in the pursuit of its objective, which is to establish different impacts of AI on HRM.

The analysis followed the six-phase process of thematic analysis proposed by Braun and Clarke (2006, as cited in Byrne, 2022): The process comprises of familiarizing with data, coding, generation of themes, reverting to themes, renaming themes and lastly preparing for the final report. At the first level of analysis data were coded in order to elicit themes that pertained to the use, implementation and integration of AI in organisations, worker displacement, and, the practices of successful HRM. The identified codes were then aggregated at a higher level, on the basis of which wider themes representing the major trends resulting from the examination of the data were derived.

3.5. Ethical Considerations

This research was informed by ethical considerations, especially regarding the use of secondary data and issues of job loss. The research complied with ethical standards in the use of secondary data whereby all the sources used were properly referenced and the authors' copyrights were observed.

With regard to AI and HRM, ethical issues included the effects of AI on the workforce in the process of organizational transformation. According to Akinrinola et al. (2024), the ethical concerns of AI include fairness, accountability, transparency, and biases in the AI systems. These ethical concerns were brought into question and critically analyzed especially in the aspect of job displacement in order to provide a responsible analysis of the topic under study.

4. RESULTS

4.1. Data Extraction and Analysis

A total of 10 sources were included in this study. The Appendix reports the major themes and relevant findings extracted from these studies. In Table 4.1, the themes identified in the Appendix have been categorized. These categories focus on different aspects of the impacts of AI on HR jobs.

Category	Corresponding Themes
Impacts of AI on HR Jobs	Job displacement in HR roles, Job displacement within HR roles, Job displacement, AI reshaping HR jobs, Redesign of HR roles, Task automation, AI replacing low decision complexity tasks.
Changes in HR Roles and Responsibilities Due to AI	AI for employee support, Reskilling is critical as AI may displace HR administrative roles, AI reshaping HR roles such as HR business partners, learning and development specialists, and total rewards leaders, HR professionals to focus on strategic activities, Augmentation of HR roles.
Ethical and Privacy Concerns	Ethical concerns in AI adoption, Bias in AI algorithms, Privacy concerns, Ethical issues such as bias and privacy, Ethical AI use, Ethical concerns in AI adoption, AI transparency, Data privacy risks, Governance structures for AI implementation.
AI Enhancing HR Processes and Efficiency	AI in HR automation, Real-time feedback, AI-driven agility in HR, AI enhances recruitment by automating resume screening, candidate matching, and interview transcription, Predictive analytics helps identify employees at risk of leaving, AI in payroll management, AI for decision support, AI enhances HR processes like resume screening, passive candidate sourcing, and workforce scheduling, AI for learning and development, AI in performance management.
Challenges in AI Adoption in HR	AI integration challenges, Limited exploration of challenges in AI implementation beyond administrative tasks, Integration, and job displacement challenges, Challenges like bias in AI algorithms and job displacement, AI integration challenges, Reskilling, and the Need for training of HR professionals in AI tools.

Table 4.1: Categorization of the Themes

4.2. Description of the Identified Themes

Impacts of AI on HR Jobs

AI's integration into the HR processes is changing the roles and tasks by automating the processes and replacing traditional administrative jobs (Murugesan et al. 2023). It is expected that many current HR roles, particularly those with low decision complexity, can be automated (Bernhardt, 2023). This has become crucial for HR practitioners to undertake reskilling to meet emerging challenges, whereby AI technologies are used in the screening and evaluation of resumes and candidates (IBM Consulting, 2023). However, it is mentioned that AI is not a threat to eliminate all HR jobs but to transform them; in this way, HR professionals can concentrate on strategic and high-added-value activities (Zielinski, 2024).

Changes in HR Roles and Responsibilities Due to AI

This is making the application of AI bring about a significant change in the roles of HR professionals. Most routine activities are performed by HRIS, and the HR professionals are able to engage in high-value activities including, the engagement of employees and planning for the workforce (Jesuthasan et al. 2024). It is critical to reskill to meet new roles such as AI-supported HR business partner or learning and development specialists, where the focus is on decision-making and AI system management (Engagedly, 2024). The increase of HR roles because of AI allows for

the HR teams to function at their full potential while also addressing the human and artificial intelligence factors (IBM Consulting, 2023).

Ethical and Privacy Concerns

AI integration in HR has some major ethical and privacy implications such as bias in AI and data privacy (Saraswathi et al. 2023). AI decision-making may sometimes perpetuate bias and this is because if data is not processed properly, it may lead to some issues of privacy especially when dealing with employee information (Chowdhury, 2023). These challenges require specific governance structures and enhanced transparency (Zielinski, 2024). Furthermore, the ethical issues mentioned above should be addressed by the HR professionals while at the same time making sure that the application of AI is not unfair and is transparent (Bernhardt, 2023).

AI Enhancing HR Processes and Efficiency

AI is considerably enhancing the efficiency of HR activities including recruitment, onboarding, and performance management by automating them (Engagedly, 2024). Some of the technologies include the use of predictive analytics and AI-driven feedback systems, which enhance HR flexibility and allow data-driven decision-making in real time (Murugesan et al. 2023). In the case of recruitment, AI is used in resume filtering, candidate selection, and interview recording and transcription, which can be done in a shorter time and with higher accuracy than when done manually (Lobell, 2024). Other areas that can be enhanced by AI include performance management and payroll since they can also be made more efficient.

Challenges in AI Adoption in HR

The implementation of AI in HR experiences barriers such as compatibility, acceptance, and skills development for AI in HR practitioners (Singh et al. 2023). Some of the complexities that organizations face when implementing advanced new technologies include ethical concerns, the absence of structures for handling them, and the complex implementation of AI in the HR processes (Saraswathi et al. 2023). In their insight, Jesuthasan et al. (2024) pointed out that there is a need to reskill Human Resource professionals as well as overcome AI resistance in order for AI to work. To analyze all the possibilities of using AI in HR, these challenges should be solved (Singh et al. 2023).

5. DISCUSSION

5.1. Discussions of the Findings

This study aims at evaluating the effects of AI integration in the HRM particularly on job displacement and the HRM. The research questions are to explain job displacement, to evaluate the shifts in the effectiveness of HRM, to identify the popular AI technologies in HRM, and to compare the level of job displacement with the level of efficiency improvement.

AI increases the effectiveness of the HRM processes by automating tasks and providing better decision-making based on real-time data analysis (Engagedly, 2024). In recruitment, AI performs resume screening, candidate selection, and interview transcription while HR professionals can concentrate on value-added tasks (Lobell, 2024). AI also helps in managing performance and payroll as it is easier and more accurate than conventional methods (Murugesan et al. 2023). This is in line with Bessen (2019) who pointed out that AI increases efficiency in organizational activities. AI also enhances employee retention through predictive analytics in that it can determine employees who are likely to leave (Lobell, 2024). The cost savings are significant, although some of the authors identify a shortage of quantitative data supporting these enhancements (Jesuthasan et al. 2024).

Some of the AI technologies that have been found to significantly impact the transformation of HRM include chatbots, predictive analytics, and generative AI. AI is used in recruitment, workforce planning, and employee engagement by automating processes and using analytics (Saraswathi et al. 2023). For example, through the use of chatbots, human resource management professionals are able to carry out efficient recruitment and other such activities leaving the overall strategic responsibilities to be carried out by the bots (Lobell, 2024). Generative AI redefines traditional Human Resource roles such as the HR business partners and learning specialists through the automation of process-related activities (Jesuthasan et al. 2024). These findings are consistent with prior research that pointed out that AI can help eliminate the routine and allow HR professionals to focus on value-added activities (Brynjolfsson and McAfee, 2014).

The results of the study are in line with a vast majority of research works on the topic of AI in HRM. As pointed out by Davenport and Kirby (2016), AI increases the effectiveness of HR processes and gives the possibility to make data-driven decisions. However, the current study shows that reskilling is required to prevent job loss due to the implementation of AI, a factor also emphasized in the current literature (Morandini et al. 2023; Pradhan and Saxena,

2023). One of them is the degree of job displacement. Whereas some of the previous research suggests that automation will lead to massive job displacement (Brynjolfsson and McAfee, 2014), the present research focuses on job modification instead (Zielinski, 2024). Also, the study raises issues of bias and privacy, as supported by other scholars who call for responsible implementation of AI (Wang et al. 2020).

The findings of this study suggest that the adoption of AI in the Indian context is evolving the role of the HRM while increasing the efficiency of recruitment, performance, and payroll management processes. Nonetheless, the introduction of AI technology is likely to lead to significantly high levels of layoffs, especially in repetitive administrative human resource positions. This presents the necessity for ongoing reskilling endeavors (Sharma and Dutt, 2024). This finding supports the view of Roy (2021) in suggesting that it is crucial to implement design checks and limitations in AI systems aimed at retaining the jobs of HR professionals. However, issues related to bias and data control are important, especially in the Indian context, where different labor markets and regulations exist when using AI for strategic decision-making. Indian HR professionals need to actively update their skills to remain viable for their employers while also delivering the benefits of AI integration in HRM (Chowdhury, 2023).

5.2. Limitations of this Study

Following are some of the major limitations of this study. First, the use of secondary sources in the paper hampers the application of empirical analysis (Pederson et al. 2020). Some of the data sources are derived from theoretical frameworks and case studies hence they may not be relevant to other industries or other areas (Farquhar et al. 2020). However, some of the sources do not contain concrete measures of the application of AI in the real world. This is because the study relies on qualitative data rather than quantitative data which makes it hard to establish the shifts that AI brings about in the long-term practices of HRM. It is therefore recommended that future studies should conduct a field study to address these gaps.

6. CONCLUSION AND RECOMMENDATIONS

6.1. Conclusion

This paper has explored the impact of the integration of AI in Job Displacement and HRM efficiency in Human Resource Management. This research confirms that AI has a positive effect on the improvement of business processes and, at the same time, has a negative effect on the employment of HR managers. Modern tools such as machine learning, natural language processing, and predictive analytics have repurposed conventional human resource functions such as recruitment, performance management, and workforce planning. These developments enable HR professionals to work in more strategic positions and thus improve the overall decision-making in organizations.

However, the advancement of AI brings about important issues regarding employment loss. Most of the repetitive tasks in human resource management are automated. It is therefore evident that as AI advances, the most susceptible are the HR roles that require low decision-making. The study also found that, although some HR professionals may be replaced by automation systems, there are possibilities for them to be trained for new and better responsibilities. This shift makes it possible to realize the full potential of AI in the organization while at the same time minimizing the negative impact on the HR workforce.

The second important problem highlighted in this research is the ethical and privacy issues arising from the use of Artificial Intelligence. Some of the challenges that are associated with AI systems include; Data privacy and transparency, and algorithmic bias since AI systems use large amounts of data. Such considerations call for the formulation of governance frameworks and ethical standards that would facilitate the proper utilization of AI in HRM.

In conclusion, it can be stated that the use of AI in the process of HRM has its advantages in terms of effectiveness, but at the same time, it has some drawbacks, for example, job loss and ethical issues. The study therefore calls for HR leaders to adopt a more human capital approach to HRM together with the use of AI to automate the processes and not replace human beings.

6.2. Recommendations

- **Reskilling and Upskilling Initiatives:** It is recommended that organizations should provide training for HR professionals to shift from tactical positions to more strategic ones. This will reduce the effects of job loss and enable HR professionals to collaborate with AI.

- **Develop Ethical Guidelines:** That is why ethical frameworks for the use of AI in HRM need to be created. Such guidelines should cover issues to do with data protection, openness, and the fairness and ethical use of AI.
- **Implement Governance Structures for AI Use:** There must be proper governance structures to coordinate the implementation of AI in the HRM processes to follow the set ethical standards and also to deal with the risks that are likely to be associated with AI decisions. Such structures should comprise periodic reviews and evaluations of the AI systems.
- **Foster AI Transparency:** To address the employee's anxiety, the following measures should be implemented by the organizations; Organizations should ensure that the employees are aware of the operations of the AI systems. It is therefore important to ensure that there is clarity regarding the use of AI and its effects on the employees so as to avoid resentment.
- **Enhance AI-Human Collaboration:** Instead of automating all the tasks within the HR field, organizations should concentrate on building the conditions for cooperation between AI systems and employees. AI should be considered as a supplement to human input in the processes of HRM.
- **Monitor the Impact of AI on Workforce Dynamics:** Organizations must always track the impact of AI on the workforce in the long run. To make sure that AI's effect is positive and long-lasting, it is necessary to conduct constant assessments of job descriptions, employee satisfaction, and organizational performance.

Appendix: Data Extraction Table

No.	Author(s)	Year	Type of Source	Key Theme(s) Identified	Key Findings	Limitations of the Source
1	Murugesan et al.	2023	Journal Article	AI in HR automation, Health and safety improvements, Real-time feedback, HR agility in Industry 4.0	AI enhances HR efficiency in areas like real-time feedback and health monitoring and helps automate roles such as candidate screening and evaluation. However, job displacement in HR roles is a potential consequence of automation. AI-driven agility in HR supports adaptability in dynamic environments.	Focused on HR professionals in India, with limited insights into AI adoption and impacts in global contexts.
2	IBM Consulting	2023	Industry Report	AI in HR automation, Reskilling, AI for employee support, Augmentation of HR roles	AI enhances HR efficiency by automating tasks like hiring and onboarding while also supporting strategic decision-making. Reskilling is critical as AI may displace HR administrative roles.	Primarily discusses the benefits of AI without deep empirical analysis; lacks data on real-world implementation challenges.
3	Lobell	2024	News Article	AI in HR recruitment, Predictive analytics for retention, AI in payroll management, Data-driven decision-making	AI enhances recruitment by automating resume screening, candidate matching, and interview transcription, freeing HR professionals to focus on strategic tasks. Predictive analytics helps identify employees at risk of leaving, improving retention efforts. AI also supports payroll and financial tasks.	Limited exploration of challenges in AI implementation beyond administrative tasks; no deep analysis of long-term impacts.
4	Saraswathi	2023	Journal	Ethical concerns	AI offers potential	Focuses heavily on

	et al.		Article	in AI adoption, Job displacement in HR, AI for decision support, Future of AI in HRM	improvements in HRM tasks like recruitment and employee engagement through tools like predictive analytics and AI-driven chatbots. However, job displacement within HR roles is a key concern, and ethical issues such as bias and privacy need to be addressed for successful integration.	theoretical perspectives and lacks empirical evidence on AI's real-world HR impact.
5	Chowdhury	2023	Journal Article	Ethical AI use, AI in recruitment, Employee retention, Job displacement	AI enhances HRM through automation in recruiting, employee support, and retention. Real-world case studies reveal efficiency improvements, but challenges like bias in AI algorithms and job displacement within HR roles remain critical concerns.	The research relies on case studies, which may limit the generalizability of findings to other contexts or industries.
6	Bernhardt	2023	News Article	AI in recruitment, Workforce scheduling, Ethical AI use, Job displacement	AI enhances HR processes like resume screening, passive candidate sourcing, and workforce scheduling. However, concerns remain around ethical use, bias, and potential job displacement in roles requiring low decision complexity.	The article primarily focuses on broad implications, lacking detailed quantitative analysis.
7	Jesuthasan et al.	2024	Industry Report	AI in HR transformation, Redesign of HR roles, Generative AI, Task automation	Generative AI reshapes HR roles, such as HR business partners, learning and development specialists, and total rewards leaders, by automating tasks, allowing HR professionals to focus on strategic activities.	Lacks specific case study data or detailed performance metrics for AI implementations.
8	Engagedly	2024	Industry Report	AI integration in HRM, Generative AI, Personalized HRM	AI significantly enhances recruitment, onboarding, performance management, and employee engagement. Around 89% of HR leaders believe AI positively impacts HR processes. Challenges include integration and job displacement.	Limited details on specific AI tools used; lacks longitudinal studies on AI's full impact.
9	Zielinski	2024	News Article	AI's impact on HR jobs, employee concerns, AI transparency	AI is redesigning HR jobs rather than replacing them. Employees fear job loss and data privacy risks. Greater	Focuses primarily on HR's internal challenges with AI adoption; lacks

					transparency, education, and governance structures help alleviate concerns.	detailed case studies.
10	Singh et al.	2023	Journal Article	AI in recruitment, employee engagement, performance management, and challenges	AI in HR processes improves efficiency in recruitment, talent management, and employee engagement but presents challenges like bias and privacy concerns. Future AI roles will require extensive training of HR professionals in AI tools.	Focuses on theoretical insights with limited real-world case studies or examples.

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