A SYSTEMATIC STUDY ON THE IMPACT OF ARTIFICIAL INTELLIGENCE ON SUSTAINABLE HRM STRATEGIES

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ABSTRACT

The rise of artificial intelligence provides organizations with opportunities to incorporate sustainable human resource management practices into operations in order to achieve sustainability objectives. This paper provides a comprehensive analysis of AI-based solutions for sustainable human resource management that strike a balance between the organization's requirements, the needs of individuals and the environment, and accountability and legitimacy. To stay competitive in the current business world, the paper suggests doing a lot of research on the ethical and social implications of AI in HR practices, its effect on employee satisfaction and well-being, and the importance of institutions in regulating it. Human resource management practices that incorporate AI have the potential to improve in a number of ways, including productivity, cost-effectiveness, competitiveness, and support for sustainability initiatives. The paper suggests additional research into the intricate relationships between humans, AI, and environmental requirements in order to gain a comprehensive understanding of how AI can be effectively integrated into HRM practices to improve employee well-being. This study can contribute to the existing literature on AI and HRM by investigating how AI can support long-term HRM initiatives. This paper emphasizes the opportunities presented by AI for organizations to implement sustainable HRM practices. This research adds to the body of knowledge on artificial intelligence and human resource management by providing valuable insights for organizations contemplating the adoption of AI for sustainable HRM practices, thereby supporting their sustainability objectives in today's rapidly changing business environment.

KEYWORDS: Artificial Intelligence (AI), Sustainable HRM Practices, Recruitment, Decision-Making, Performance Evaluation, Employee Turnover Rates, HRM Strategies, And Automation.

INTRODUCTION

Human resources have progressed from a solely administrative record-keeping role to an area of strategic people management [1]. With the growth of AI, organizations now have a powerful new tool to help them reach their sustainability goals: sustainable human resource management practices. With its cutting-edge capabilities and advanced algorithms, AI is set to change the way organizations think about sustainability, opening up a world of endless possibilities and opportunities for innovation in the quest for long-term environmental preservation. Methods of sustainable HRM seek to balance the needs of the organization with those of the people and the environment. This ensures the organization's longevity. The goal of this particular research is to come up with sustainable HRM solutions based on AI that combine the needs of organizations with the needs of people and the environment while ensuring accountability and legitimacy. With the rise of powerful AI in the HRM field, managers can not only find, hire, train, and keep people, but they can also use AI to create appraisal and pay systems that will help HRM practices last and lead to long-term success [2].

This study underlines the significance of accountable institutions in managing this complex terrain, as well as the importance of future research into the relationship between AI, human needs, and environmental sustainability. The report indicates that researchers can learn more about how AI can be used in HRM by diving into these topics, which will lead to happier workers, more sustainable HRM practices, and fewer harmful environmental effects. To achieve these goals, future studies should focus on a range of topics, such as the ethical and social implications of AI, the effect of artificial intelligence on worker's well-being, satisfaction, and the role of institutions in regulating AI in HRM. These studies will provide valuable insights into the benefits and potential challenges of integrating AI into HRM processes, enabling organizations to make informed decisions about how to leverage these technologies in a way that supports their long-term success and sustainability [3]. The study also analyzes how AI may assist businesses in reducing their resource consumption for organizational tasks, including automating monotonous work, enhancing performance evaluation, and predicting staff turnover rates.

The recommendations for future study outlined in this paper are crucial for advancing our understanding of this complex landscape and developing guidelines and best practices for organizations seeking to integrate AI into their HRM practices in a way that supports their sustainability goals.

Despite these challenges, the potential benefits of AI for sustainable HRM strategies are significant. By leveraging AI, organizations can create more efficient, data-driven HRM practices that support sustainability goals. The implementation of this strategy has the potential to yield several benefits, including but not limited to improved total employee experience, decreased expenses, and heightened competitiveness in the marketplace [4]. Consequently, a study on the effect of artificial intelligence on sustainable HRM strategies is essential for organizations seeking to remain competitive in today's swiftly evolving business environment.

A) EVOLUTION OF HRM

HR functions were first implemented in 1920, when the first HR department was founded. Since then, this field has grown. HR has evolved from record-keeping to strategic partnership. [7][8]. The Industrial Revolution shaped HR. The Industrial Revolution affected worker control. HR theories developed then. As production increased, so did the workforce,

requiring managers to implement more workplace policies. New job descriptions and specifications accompanied job growth [6] [8].

In 1903, Federic W. Taylor invented HRM. He called workers "machines" and ignored social behavior. [10] describes scientific management concepts:

- 1. Work requires physical and mental fitness.
- 2. Procedures should motivate employees.

During Hawthorne's studies in the late 1920s and early 1930s, the social aspect was noticed. Behavioral sciences emerged as HR research expanded. This changed the organization's vision. Organizations and employees were one.

Behavioral applied science underpins human resource and organizational behavior research [6]. Scientific personnel management emerged in the 1920s. Experts handled payroll, records, and other employee issues. Between 1960 and 1970, HRM replaced personnel management because of changes in technology, economies, and work forces [16]. Today, HRM is widely embraced, adopted, and applied on a global scale [5].

Organizations now have formal HR departments with HR experts. Businesses globalized over time. Rapid business changes required stronger, more effective HR practices. HR professionals faced more stakeholder, competitor, and customer pressure. In the 1980s, companies realized that their internal strengths, especially human resources, could give them an edge. Strategic HRM is a new discipline.

Strategic management literature suggests using human capital to create distinctive, hard-to-replicate value. Technology, natural resources, and economies of scale can be duplicated. [8] [9] support this. Strategic human resource management (HRM) shows researchers and academics how HR may strategically improve organizational effectiveness (OE). HRM-OE models have been presented to illuminate this essential problem. HR experts have thoroughly researched the value of HRM. HRM practices and organizational effectiveness (OE) have been extensively investigated [11] [12] [13]. This study examines how organizations align HRM with their purpose, vision, and strategies. The researcher is passionate about this topic and its importance to organizational efficiency. The study examines whether HRM practices support organizational goals. The contribution affected OE strategically, according to reference [8].

HRM added sustainability. Organizations want sustainability in today's fast-changing world [14]. Organizational strategy must prioritize sustainability. Organizations must foster sustainability. Senior management must help HRM create a sustainable environment. Since it affects everyone, all departments must be integrated. Technology helps streamline business processes. Technology can boost OE and sustainability. Technology will digitize HR. Technology aided all processes. E-HRM now exists.

E-HRM seeks to enhance an organization's dedication, skills, cost-effectiveness, and sustainability [15]. Information and communication technologies assist businesses in integrating, processing, communicating, and gaining access to all information via the intranet while maintaining the confidentiality of sensitive data. This new technology will empower HRM and encourage it to move toward sustainability.

CURRENT PRACTICES OF AI IN HRM

1. RECRUITMENT AND SELECTION

The first and most crucial task that HR professionals carry out is choosing the right pool of candidates. It takes a significant amount of time to carefully screen the resumes and eliminate certain applicants before finding the right fit. Since the importance of verifying and validating credentials and ensuring authenticity is a daunting task, it's extremely useful to adopt AI-based recruitment and selection methods. This ensures that the recruitment process is efficient and that the candidate also has a positive experience. If it results in a positive candidate experience, there is a greater likelihood that the candidate will accept the offer. [17]

In earlier times, SMS and emails were the only means of communication available. Traditional methods of recruitment and selection also included job analysis, job posting, inperson interviews, reference checks, etc. However, the introduction of chatbots, a new technology in AI, has made communication more efficient. One of the most reliable ways to use AI in hiring and picking is through chatbots. It lets you talk to candidates in real time and give them personalized help. These chatbots use natural language processing for understanding and responding to the messages. Many companies now utilize chatbots technology during interviews as part of their recruitment process. [18] This automates the communication between recruiters and candidates and provides ease of communication. Additionally, AI technology exists that can interpret facial expressions and patterns in body language during video interviews. This can speed up the hiring process because the applicant will feel more at ease, and the interviewer will be able to review the interview tapes afterward for a more precise and effective decision-making process. Additionally, this eliminates interviewer prejudice in another manner. [18]

In [19], we found that AI is helping big companies do a better job of managing their human resources. For instance, more than 30,000 resumes are submitted each month to UnderArmour, an American manufacturer of sports and leisure clothing, footwear, and accessories. Managing so many applications from possible candidates is a very hard job, so it's not surprising that the company's hiring process was inefficient and made it hard to keep an eye on or follow applicants. The business implemented a Hirevue digital employment system with AI capabilities to address this issue and innovate the hiring process. Managers within the company could design candidate interviews with pre-recorded queries using this technology. Human resource managers were able to employ the finest candidates very rapidly because only those applicants who fulfilled the criteria were then invited for interviews via webcam or mobile devices.

Thus, incorporating AI into the recruitment and selection processes has improved the quality of hire. AI technology has made it faster and easier to find good candidates for an interview, and it has also changed the relationship between applicants and employers [20]. With the help of all the long-term strategies, such as AI-powered video interviews, algorithms to sort through resumes, and skill-based assessment tests, it has been decided that AI is the best tool for hiring and choosing people.

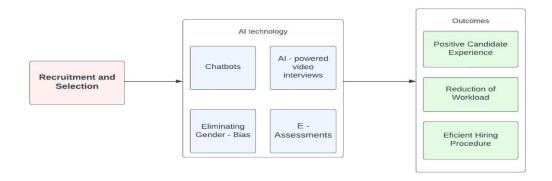


Fig.1: Conceptual framework of AI in recruitment and selection process

2. TRAINING AND DEVELOPMENT

This is an essential aspect of human resource management because it equips employees with the knowledge, skills, and abilities required to perform their jobs effectively. Training and development boost employee performance, production, work happiness, and the company's bottom line. AI-powered training is more efficient and cost-effective than traditional techniques. It can be used to create tailored training based on employee performance data, provide virtual reality simulations for hands-on learning, and provide on-demand training and support via chatbots. Organizations must emphasize the importance of preparing employees to work alongside AI systems and investing in the development of AI-related skills in the workforce [26].

A recent IBM paper, "The AI Ladder: Accelerate Your Path to AI," by Thomas and Zikopoulos (2020), says that firms can use AI to improve HR processes, such as talent management and employee engagement, and contribute to a more sustainable HRM strategy by fostering a data-driven culture. In order to establish confidence with employees and other stakeholders while utilizing AI in HRM, the study also underlines the significance of ethical considerations [21]. Maity (2019) reviews the research on AI's potential uses in training and development. The author suggests using AI for individual learning, performance measurement, and feedback. AI may increase training accuracy, cost, and efficiency, according to the article. Maity recommends further research on AI in training and development [22].

Jia et al. (2018) evaluate Baidu, Alibaba, and Tencent's AI training and development. Chatbots, virtual assistants, and personalized learning systems are discussed. AI can scale individual and adaptable learning, revolutionizing training and development. They also note the need to address ethical issues like algorithmic bias and privacy and ask for more research to thoroughly assess AI's effects on training and development [25].

Ong and Ramachandran (2003) explain how intelligent tutoring systems (ITS) could assist training programs. ITS, which uses AI to deliver individualized education and feedback to learners, can save training time, improve learning outcomes, and facilitate knowledge transfer, according to the authors. High-quality instructional design, user acceptance, and development and maintenance costs are also discussed in the authors' ITS implementation problems. ITS can boost training performance and ROI, but it must be carefully implemented and evaluated [24].

A conceptual framework for utilizing AI in HRM, particularly in training and development, is offered by Jia et al. (2018). Their system includes data gathering, AI algorithm selection and implementation, customized training design, evaluation, and feedback. AI can provide customized and adaptable learning experiences, but there must be ethical considerations and human oversight. The paper suggests a strategy for enhancing HRM development and training with AI [23].

Through encouraging efficiency, cost-effectiveness, and personalized learning experiences, AI in HRM promotes sustainability. AI-powered training and development solutions may help firms enhance their training programs and improve employee performance through individualized learning paths, real-time feedback, and data-driven insights. AI can also help find skills gaps, figure out what training will be needed in the future, and automate regular training tasks. AI in training and development helps HRM practices be more sustainable by reducing the amount of resources used, making them easier to get to, and allowing remote learning.

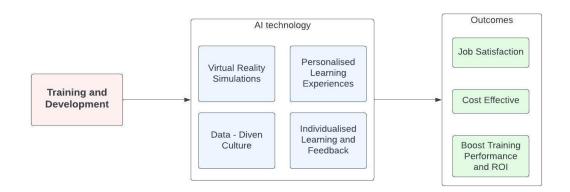


Fig.2: Conceptual framework of AI in training and development process

3. PERFORMANCE APPRAISAL

A formalized performance management system is an essential component of any successful business. A good performance management system lets you keep track of what each employee brings to the workplace. The company can also monitor the results of its training [26]. Traditional performance management includes steps that take a lot of time, like setting an objective, doing a self-evaluation, getting the manager's opinion, talking about the situation, and signing off. [27] Traditional performance management has an impact on employee attitudes and cannot be completely objective due to subjective affective interactions between individuals and the presence of informal groups. [29]. The traditional employee association focuses on things that happen over and over again, like how to take a leave, how to get paid for social security, how to manage processes, and how to settle disagreements about employee contracts [30].

AI can assist in real-time goal monitoring and provide feedback on what has been completed and what is still unfinished [26]. The assessment model can be added to the performance management system by collecting and analyzing information about how well people do their jobs. Analyzing each employee's performance and controlling their behavior is simple with the use of AI tools. When goals are not fulfilled on time, artificial intelligence can provide notifications, tips for improving performance, and rewards for reaching goals on time.

AI could reduce employee performance comparison biases. [28]. Clear achievement standards may help achieve the goal. The statement claims that the act eliminates unidirectional leadership. AI could match low-performing employees with goals to increase their performance. AI is used to examine individual performance data and identify areas for development. This technology helps organizations allocate resources and provide focused training and development. This method may boost productivity, employee happiness, and resource efficiency. However, further research is needed to determine AI's efficacy and any downsides. HR experts can predict employee performance by using employee performance data. Succession planning, which identifies and develops future leaders, relies on this information. HR professionals are increasingly using technology. These tools track team and individual performance, reveal trends, and streamline operations. HR personnel may improve workflow and efficiency with these technologies. [28]. The effect has been shown to boost productivity and have other benefits.

Machine learning techniques and algorithms used by AI not only facilitate but also empower the work. Also, it helps choose the best plan right away, present it to the employer and the company, and make sure that both sides work together in an honest and fair way. AI has made more suggestions and integrations to help development companies and employees plan their careers [31]. AI has the ability to record data in a precise and accurate manner. This might reduce the daily mistakes in performance reviews that result from workers' emotional losses. Using data on enterprise development, urban development, and industrial performance, artificial intelligence can be used to come up with a fair and unbiased way to measure performance and set performance standards [32]. It can also be put into place through data analysis, which means that the whole organization's performance won't stay the same, employees will be more comfortable, it will be more useful, employees will be more motivated, and the cost of enterprise waste will go down [33].

Changing from traditional performance reviews to ones that are based on AI can make HRM more sustainable by making performance reviews more accurate and objective, reducing bias, saving time and effort, and making employees more engaged and helping them grow. AI-based performance reviews can give feedback and insights about how employees are doing in real time, which helps managers make better decisions about promotions, training, and other opportunities for growth. This, in turn, can help drive sustainable growth by optimizing employee performance and enhancing their skills and abilities.

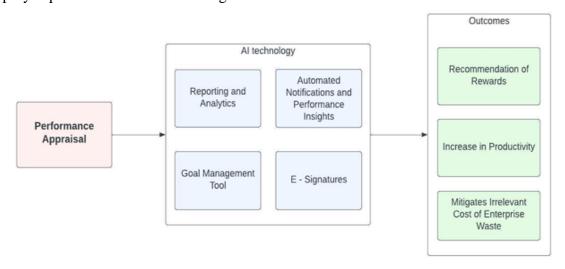


Fig.3: Conceptual framework of AI in performance appraisal process

4. COMPENSATION MANAGEMENT

Compensation and benefits are key components of human resource management (HRM) because they have a significant impact on attracting, retaining, and motivating employees. In layman's terms, it refers to the pay or salary and other monetary and non-monetary perks a company gives its workers in return for their services. The fierce competition in the corporate world of today makes it challenging for businesses to maintain perks and salary levels. [17] Traditional compensation management typically involves manual labor, and HR professionals or managers base their decisions on their personal opinions. For instance, determining salaries or incentives may necessitate a review of employee performance evaluations and a comparison to industry standards or internal benchmarks. However, biases in the individual or poor data analysis may have an impact on these decisions. As a result, to meet the organization's growing demands in the digital era, HRM could use AI-powered tools and technology to define and manage a compensation structure that is aligned with the organization's goals, values, and employee expectations.

AI applications can help improve the fairness of compensation management. [23] One of the biggest issues in compensation management is bias. AI can aid in the elimination of bias or the perception of bias in compensation. [34] AI can help companies come up with pay packages much faster than they could without it by automating the process of analyzing data and finding trends. The following AI technologies being employed:

- 1. The Backpropagation neural network is a type of supervised AI technique that has the potential to be employed in the development of a smart decision support system. This system could be designed to facilitate the creation of a fair compensation evaluation system through the utilization of big data. [23]
- **2.** Pay equity can be assessed using data analytics. [35] It can analyze compensation data and identify any pay gaps based on gender, race, or other factors. This information can be used to address any pay disparities and ensure that compensation is fair and equitable for all employees.
- **3.** Using big data analytics, it is possible to collect and use historical and pertinent employee data to predict future trends in employee compensation. [17] Therefore, the compensation structure is customized to each individual employee, ensuring that they are motivated and engaged.
- **4.** AI can be used to collect and analyze compensation data from a variety of sources. This information can assist HR managers in determining market trends, salary standards, and acceptable compensation levels for specific job types. IBM, for example, has spent years fine-tuning its AI-powered compensation and career solutions to fit its company, culture, and business model. [35]

AI is reshaping organizations' approaches to HRM compensation management. These technologies can help improve transparency, accuracy, and security in the compensation management process, leading to more sustainable and equitable outcomes. [36] Ultimately, the adoption of AI in compensation management can assist organizations in making smarter, efficient, and long-term compensation decisions, resulting in better outcomes for employees, managers, and the organization as a whole.

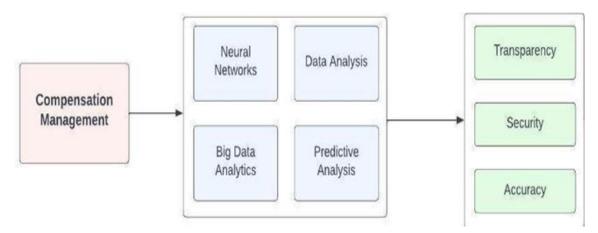


Fig.4: Conceptual framework of AI in compensation management process

5. EMPLOYEE RETENTION

The term "employee retention" refers to an organization's ability to keep people on board for an extended period of time. Human resource management studies frequently focus on this topic due to its importance in providing a consistent and successful workforce. We will look into the connection between employee retention and organizational performance.

In today's highly competitive market, high employee turnover is extremely damaging to businesses, especially when key personnel are involved. The loss of a high-performing worker or an employee who knows a lot about a product or process can make it hard for an organization to keep running. AI has been integrated into HR procedures because HR managers struggle to find ways to consistently engage and retain skilled staff. As a result, companies have been able to streamline their operations with the help of AI.

AI tools can be used by companies to find out what their employees need and then provide services and information like job openings and career advice that meet those needs. Businesses will be able to tailor HR policies to the unique needs of their employees with the aid of AI algorithms, rather than being bound by the planning capabilities of the HR team. [37]

Past studies divided employee departures into two broad categories: voluntary departures (which can be either individual or group) and involuntary departures (which can include retirement, death, improper employment, or a merger). Turnover was first characterized in terms of job titles by Dalton, Todor, and Krackhardt (1982). There were two subcategories identified for voluntary turnover: functional and non-functional [38]. The AI technologies used in this branch of retention management are:

1. Using AI researchers initially examined the attitudes and intentions of 911 salesmen to see whether they could predict whether or not those individuals will leave their current professions. Both short-term and long-term turnover were substantially related to the intention to stay. Workers' satisfaction with their work and the organization as a whole were found to have the strongest static and dynamic correlations with their desire to stay. [39] This strategy tended to investigate the causes of turnover, but it rarely anticipated turnover proclivities.

- 2. Data mining and machine learning can predict technology professional turnover. Selforganizing maps, hybrid artificial neural networks, and clustering analysis are
 examples. These methods can help companies identify turnover patterns and reduce
 risks. (SOM). Hybrid clustering was used to study turnover trends. A lack of internal
 integrity identification, management, and administration causes substantial staff
 turnover. This article examines internal integrity, employee turnover, and
 organizational effectiveness. We will examine the causes of internal integrity
 identification, management, and administration failures and their effects on staff
 attrition. This study will show how internal integrity reduces staff turnover and
 improves organizational effectiveness. [40] A deliberate approach to improving
 competitiveness and efficiency can help firms deal with regular key staff turnover.
 This technique helps organizations preserve their competitive edge and maximize
 operational performance after such exits.
- **3.** With the help of a neural network, you can make predictions about turnover. If it turns out that we can predict who is most likely to leave the company, we can focus our efforts on those people. By using a modified genetic algorithm to train a neural network, we can learn more about how to improve the office environment as a whole. [41]
- **4.** Some HR processes are automated by Information Systems. E-recruiting has grown, online pre-employment testing saves money and reduces turnover, and self-service benefits centers let employees ask questions. Application service providers (ASPs) enable small and medium-sized businesses to use HRISs like PeopleSoft and SAP. [42]
- **5.** HR Analytics assists managers in making strategic human resource choices. Our platform assists industrial aluminum firms in making decisions and improving strategy execution. Predictive, descriptive, and entity sentiment analysis are all part of the system. We found issues in industrial aluminum firm data. We then identified employee turnover causes using machine learning algorithms. [43]

The shift from traditional employee retention methods to utilizing AI in HRM ensures sustainability in several ways.

AI-based retention solutions can better predict employee attrition and identify potential flight risks, allowing organizations to take proactive efforts to keep top talent. Recruiting and training new hires is cheaper and faster, enhancing resource utilization. It can also tailor an employee's professional development and training to their skills, limitations, and career goals. This increases job satisfaction and staff engagement, which improves retention.

AI-based solutions not only get rid of hiring and promotion biases, but they also make the workplace more diverse and welcoming, which is important for long-term organizational performance and for attracting and keeping top diverse talent. Overall, organizations can improve their employee retention strategies by using AI in HRM. This leads to better use of resources, more engaged employees, and long-term sustainability.

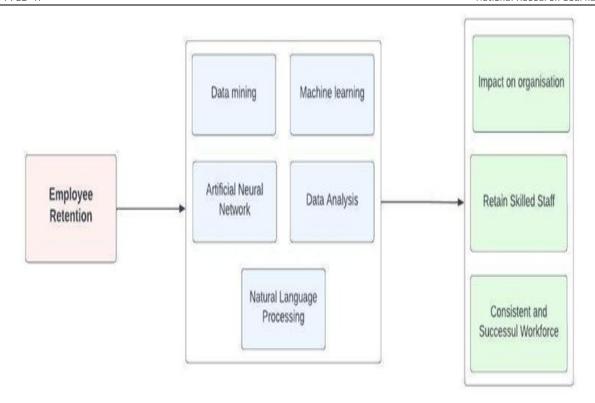


Fig.5: Conceptual framework of AI in employee retention process

METHODOLOGY

Methodology adapted in this study is to review the various review of literatures, case studies, professional blogs or interviews with domain experts. Used Google Scholar or academic journals to explore on relevant articles, books and reports to support the study with the secondary data. With the various sources of data and facts, the study has presented the practical implications and further discussions of the research.

IMPLICATIONS AND DISCUSSION

The integration of AI into HRM has been shown to have a significant impact on various HRM processes, including recruitment and selection, training and development, evaluating performance, compensation management, and retention of employees. The advent of artificial intelligence has revolutionized various fields, including natural language processing, machine learning, and predictive analytics. These AI technologies have significantly enhanced the efficiency, precision, and impartiality of these activities. The implementation of data-driven approaches in human resource management has yielded positive outcomes such as improved decision-making, reduced biases, and increased employee engagement. These outcomes have contributed to the establishment of sustainable HRM practices that are beneficial in the long run. The utilization of AI is becoming increasingly crucial in shaping the future of human resource management. Organizations must adopt and effectively harness these technologies to remain competitive and meet the growing expectations of their workforce. The significance of AI in HRM is evident and cannot be ignored. The following figure, labeled Fig. 6, provides a comprehensive overview of the topics that have been discussed in this paper.

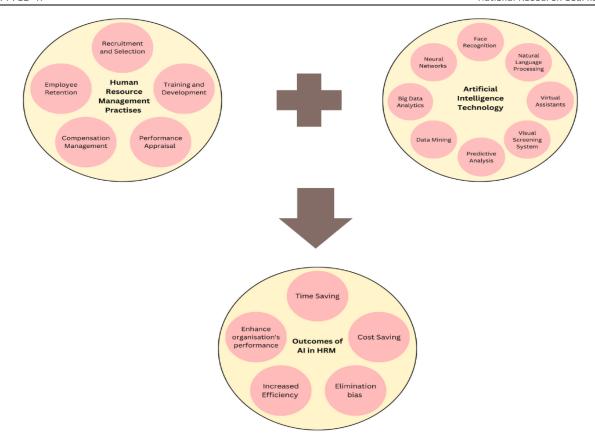


Fig.6: Framework for integrating Artificial Intelligence into Human Resource Management.

FUTURE SCOPE FOR RESEARCH

AI could help HRM in unexplored areas like personalized learning, workforce analytics, diversity, equality, and inclusion (DEI), employee well-being and productivity, sustainable supply chain management, and social responsibility. AI-powered tools could personalize learning, identify areas for sustainability initiatives, support DEI initiatives, monitor well-being and productivity, improve supply chain sustainability, and assist with social responsibility and community engagement.

AI-based tools can improve HR practices; however, it is noted that there is a need for further research into the ethical implications of AI adoption in HRM, as well as ensuring sustainable and equitable AI-based HRM practices. Thus, future work can explore the potential of AI in sustainable HRM in greater depth and detail. [44]. In this age of Industry 4.0 and growing economies, using AI to make HRM practices more sustainable is hard for a number of reasons, such as talent management, skill development, data management, job displacement, employee well-being, and ethical concerns. HR managers must take the lead in solving these problems if they want to make sure that Industry 4.0 technologies are used in HRM in a fair and lasting way. [45]

Future research could look at longitudinal studies to see how AI is used over time, comparative studies across industries and countries, qualitative studies to understand the perspectives of HR practitioners and employees, intervention studies to test effective AI-based HRM practices, ethical considerations like data privacy and algorithmic bias, and multi-stakeholder approaches to promote equitable and sustainable AI adoption in HRM.

Overall, as a general guideline, future studies on this topic must look at how AI impacts work happiness, diversity and inclusion in hiring, and employee health [46]. Other applications can be investigated considering these factors.

CONCLUSION

Human Resource Management (HRM) strategies have evolved to meet the problems posed by the modern workforce in today's fast-changing world. For organizations seeking to remain competitive in the face of economic and environmental difficulties, embracing sustainable HRM practices has become increasingly vital. It is evident that one of the developing technologies that can help firms achieve sustainable HRM practices is artificial intelligence.

This paper provides an in-depth analysis of recent trends on the integration of AI in HRM practices. It looks at the existing AI methods used in HRM tasks like recruiting, selecting, training, development, evaluation of performance, compensation management, and retention of employees. The paper highlights the potential benefits of introducing AI into HRM practices by analyzing these practices. Furthermore, the paper includes a framework diagram that depicts the effects of using AI in HRM practices. The framework diagram demonstrates how AI can improve HRM practices' efficiency, accuracy, and productivity.

Notwithstanding the potential benefits of AI in HRM, organizations must acknowledge many challenges before using AI in their HRM operations. Among the key problems that organizations may face when incorporating AI in HRM processes are ethical concerns, a lack of trust, and a shortage of experienced people.

Finally, the paper underlines the future potential of AI in HRM and its ability to revolutionize how organizations manage their human resources. As organizations change and adapt to a globalized economy that is always changing, putting AI into HRM processes can help improve sustainability and help organizations reach their goals.

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