

DISSERTATION

Topic- Exploring the impact of Artificial Intelligence (AI) in Human Resource Management (HRM)

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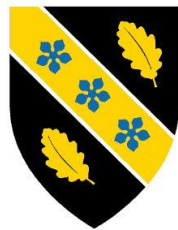
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Declaration



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Declaration Form.

I, KAMLESH LAHERUBHAI MALI, declare that this dissertation has been composed by myself, that the work contained herein is entirely my own except where explicitly stated otherwise in the text, and that this work has not been submitted for any other degree or qualification, in whole or in part, except as specified.

Signature: KAMLESH LAHERUBHAI MALI

Date: 16/06/2024

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Abstract

The study aimed to show that the usage of Artificial intelligence (AI) has both positive and negative effects on HR administration. The study's overarching goal is to provide data that may guide both conceptual and operational approaches for use in HRM, particularly in scenarios involving current AI-driven techniques.

The literature review summarised that AI and contemporary innovations are transforming conventional human resources activities, particularly non-standard personnel administration, in the latest industrial revolution. Artificial intelligence (AI) refers to the methods by which machines can acquire knowledge and make sound judgments. Shortly, AI will enable machines to perform tasks that were traditionally done by humans. Ultimately, AI will be able to act and react in a human-like manner.

The methodology used in the project involved employing quantitative methodologies to examine how AI has affected HRM practices for a specific demographic. Statistical data analysis was conducted to develop relevant findings addressing the research hypotheses.

The results indicated that AI has the potential to significantly enhance the efficacy of various HR processes. By automating routine tasks such as payroll processing, compensation handling, and absence monitoring, human resources departments can free up time and energy to focus on strategic corporate objectives. This automation reduces the likelihood of human errors and maximises efficiency.

The project concluded that artificial intelligence (AI) has a favourable effect on staff morale and productivity, with company culture playing a significant role in this regard. Implementing AI techniques is crucial for boosting productivity, reducing anxiety, and increasing job satisfaction, which in turn enhances worker efficiency.

Keywords: AI, HRM, Employee, Decision-making, Recruitment, Motivation

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Chapter 1 - Introduction

1.1 Background information on the topic

(AI) Artificial Intelligence integration into Human Resource Management (HRM) practices marks a significant involution in the workforce management approach. This technology, also often referred to as "intelligent" computing, shows efforts culminating in imbuing machines with cognitive capabilities like humans (Ambati et al, 2020). AI implementation in human resources also raises questions about data privacy concerns, workforce adoption, and algorithmic biases.

Human resource management is organising, coordinating, and managing an organisation's current employees to carry out the organisation's mission, vision, and goals. This includes recruiting, hiring, training, compensating, retaining, and motivating employees. Traditional management has also been synonymous with human capital strategic management. It also implements functions like evaluation of performance, employee relations, training, and recruitment objectives to increase the effectiveness of the company and the productivity of the workers (Al Samman and Al Obaidly, 2024). However, conventional approaches often adopt inefficiencies from subjective decision-making, limited data driver access, and manual processes. AI also shows how such functions are executed and conceptualized effectively. By adopting machine learning, natural language processing, and advanced algorithms this technology helps professionals to harness data power in unprecedented ways (Glikson and

Woolley, 2020). From automatic routine tasks to predicting the workforce this technology holds the potential to reshape Human Resource management activities.

AI evolution in human resource management is built upon a wider revolution of technology that has received the modern workplace era. With digital automation, cloud computing, and analytics of big data, companies are increasingly adopting this technology to enhance competitive benefit through optimising the effective processes of businesses. About this, AI implements transformative force that is used to revolutionize human resource management practices (Glikson and Woolley, 2020). The Global workforce undergoing demographic shapes significantly with Generation Z and millennials compromising the workforce for a larger portion than ever before. Such digitally native generations bring new expectations for workplace flexibility and technology, driving the requirement for artificial intelligence-enabled solutions in Human Resource management.

1.2 Research aim and objectives

Aim

AI integration influences Human Resource (HR) management elucidating negative and positive adoption. By standing AI driver practices of Human Resource Management entry cases, the research will seek to provide information that can inform theoretical and practical application frameworks within the settings of the company.

Objectives:

- To analyse how AI influences the recruitment process
- To evaluate the role of AI in employee motivation
- To determine how AI supports the decision-making of human resource
- To explore the impact of AI on human resource management.

1.3 Research Hypotheses

H1: AI in recruitment is positively correlated with the recruitment process's effectiveness and efficiency.

H2: AI in the organization is positively correlated with employee motivation.

H3: AI is positively correlated with HRM performance.

1.4 Research problem and significance

AI integration into HRM practices shows information about how companies adopt this technology to optimize the process of human resources. In the current era, it becomes imperative to examine transformational drawbacks and advantages. One of the main challenges depends on understanding how this technology can include practices of Human Resource management positively, like data-driven decision-making, automation of tasks, and streamlining recruitment, while also resolving negative adoptions involved in the displacement of jobs, concerns of data privacy and algorithmic biases (Ambati et al, 2020). Further, the management of AI-driven transition in human resource management issues amidst resistance of stakeholders at complexity includes one more critical challenge towards the research problem. Hence, this research will look to explore the interplay between HRM and the integration of AI opportunities for the overall well-being of the workers and the effectiveness of the company's operational activities.

This research significance depends on the potential to inform the formulation of policy and strategic decision-making in companies transforming AI in Human Resource management. By understanding AI integration's negative and positive influences the study aims to gather managers, policymakers, and professionals with the knowledge required to deal with the change in this technology implementation within the business (Hmoud, 2021). In addition, understanding how this technology can enhance processes of recruitment, efficiency in operations, and improvement in the decision-making process can help the companies use their full potential to address the challenges of data privacy, stakeholders' resistance, and many more. Overall, this research can support these risks and ensure ethical technology adaptation in Human Resource Management (Hmoud, 2021). Further, the information collected from this study has also the potential to create effective practices of Human Resource Management along with the resilience of organisations and increase productivity and creativity in the rising era of the digital world.

1.5 Research Method

In this research, I will use quantitative research, a particular subset of people (the sample demographic) which is studied to determine the impact of a situation. This line of inquiry relies on statistical techniques to compile, contrast or reveal correlations among varied numerical data gathered from a variety of the heart of the top-down approach sources (Rahman, 2019). A few examples of quantitative research methodologies involve investigations, organized assessments, and surveys. This research relies only on questionnaires to gather primary data. There will be a total of 150 contenders to collect the primary details about the subject of the study. An independent and quantitative assessment of behaviour, response, or process is the key to revealing understanding regarding the chosen subject, according to positivism, an approach based on logic and measurements. If anything can't be quantified in this manner, then it can't be determined with certainty, according to positivism. The study's hypotheses are further built up by this philosophical framework. Investigation known as deductive reasoning involves the investigator formulating an assumption, theory, or assumption before putting it to examination via data gathering and observational.

1.6 Research Structure

1. Introduction is the first chapter of the dissertation, which is where the dissertation begins. This gives a critical perspective on the research problem and emphasizes the necessity of continuing to address the difficulties that have been discovered. The essential goals of the research, the hypothesis that is supposed to be tested, and the queries that will lead to the examination of the data supplied in the introductory paragraph are all described in this particular section.
2. The purpose of the chapter on the examination of the literature was to give a variety of perspectives on the subject of the study to generate fresh ideas for addressing the research hypothesis.
3. The methodology section of this research consisted of a detailed description of the process of data collection and analysis, which used a broad range of different approaches. To gather and evaluate information that is of value, the study makes use

of data obtained from external sources, employs primary and secondary research methods, and employs quantitative research methods respectively.

4. The chapter on data analysis and discussion looks at study results and topics that have not yet been made public or disclosed.
5. A critical review, the findings, and the identification of a gap in the existing body of literature are all included in the closing section of this research.

Chapter 2 – Literature Review

2.1 Introduction

The purpose of the literature review is to effectively explore online sources that relate to the topic i.e., how AI influences human resource management components. This section will critically analyse how AI can revolutionize HRM aspects such as recruitment, decision-making, motivation, and the other common impacts of AI in HRM. This literature concluded different researcher points of view and findings on relatable topics and key terms to address the research hypothesis.

2.2 Key Terms

1. **AI:** Machines with AI may understand and reproduce human thought processes in a variety of contexts, including but not limited to awareness, comprehension, logic, problem-solving, linguistic communication, and manufacturing. Deep computing and Machine Learning are subfields of AI, which is a subfield of information technology (Abdulaimi et al., 2021).
2. **HRM:** Managing human resources entails the processes that help an organisation get the most out of its employees to achieve its objectives (Easa, N.F. and Orra, 2021). The procedure encompasses a wide range of activities, which include but are not limited to hiring, orientation, promotions, compensation, incentives, training, retention, policy development, regulation, and relations with staff (Easa, N.F., and Orra, 2021).
3. **Recruitment:** Finding, captivating, doing interviews, choosing, employing, and orienting new workers is what's known as recruitment (Al-Alawi, et al., 2021). Put another way, it encompasses the whole process, beginning with recognising an employment requirement and ending with its fulfillment (Dijkkamp, 2019). A wide variety of employees are responsible for recruiting, based on the company's size.
4. **Motivation:** To motivate someone is to guide their actions in a way that makes them happy (Girdwichai and Sriviboon, 2020). Employees might be inspired to give their all through the use of both intrinsic and extrinsic incentive strategies (Pratt et al., 2021).

It shows, amongst other factors, how committed an individual is towards their work, how invested individuals are in the success of their company, and how far they are willing to travel to reach their objectives.

5. **Decision-making:** To make a choice, one must first recognize a decision, collect pertinent data, and then evaluate potential options. One way to look at decision-making is as an approach to problem-solving that ultimately leads to a resolution that is considered good enough (Yalcin et al., 2022).

2.3 AI implementation and the recruitment process

AI in recruitment is positively correlated with the recruitment process's effectiveness and efficiency.

This section discusses the rationale of the first hypothesis "AI in recruitment is positively correlated with the recruitment process's effectiveness and efficiency. Recruitment includes locating, attracting, interviewing, selecting, hiring, and orienting new employees (Al-Alawi, et al., 2021). AI implementation is found to affect the effectiveness of the recruitment process (Faraj and Laszlo, 2021) for four reasons. First, the use of AI makes it possible to zero in on the selected applicant and gauge their enthusiasm for the job. Second, the application monitoring systems close a position when it is filled (Fraij and László, 2021), therefore speeding up the process by completing one step and moving on to the next step automatically. Third, with the help of AI, we can spend more time choosing candidates and less time reviewing their curriculum vitae (Dijkkamp, 2019). Fourth, chat boxes, an AI technology, allow businesses operating in the digital world to communicate with applicants (Dijkkamp, 2019). For example, the AI can automatically check the submission and inform the applicants if their applications have all the required information. In addition, it measures the positive relationship between AI and recruitment. AI implementation can increase the recruitment process's efficiency due to two reasons. Firstly, technology powered by AI can quickly filter through hundreds of applications to find applicants who meet precise job criteria, far quicker than the human capacity to do so (Fraij and László, 2021). Secondly, AI has the potential to reduce prejudice and promote diversity in the workplace by shifting the emphasis from demographics to credentials and experience. With the help of AI, recruiters

may save time by not having to search across as many applications. This allows them to focus on improving the applicant encounter and adding worth to their organization (Horodyski, 2023).

It investigated the effects of AI on human resources managers using a qualitative research strategy based on an individual case scenario. One major Dutch HRM firm was the focus of the current case study. With offices in 38 nations and an international staff of almost 38,000 people, this company leads the human resources services market (Dijkkamp, 2019). The group's global reach and history of investing in cutting-edge innovation made it an ideal candidate. The company is known as AI recruiting because of the need to preserve confidentiality. The human resources professional's function serves as the analytical unit. The primary focus of the study is on the question of whether or not the incorporation of AI affects the function of the human resources manager across the various phases of the interviewing and recruiting procedure. Human resources experts play a role in the company's recruitment in this study.

In conclusion, AI implementation is found to be positively correlated with the recruitment process's effectiveness and efficiency. In addition, the most popular research approach is quantitative since it allows to collection of real-time knowledge and data on the research title. By broadening this viewpoint to encompass the effects of AI integration on HR professionals and describing these effects throughout the many stages of the recruiting process, this research contributes to the body of knowledge. Research indicates that at this phase, the value of the HR professional decreases because of all the duties and tasks tied to recruiting and evaluating. With more time on their hands, a human resources manager may focus on additional elements of the process. For new hires, the HR representative's role will shift from screener to resource, that is, connection developer and client supervisor. The human resources manager will additionally be required to acquire new skills to fulfil this new position. In modern times, the responsibilities and obligations of an HR professional tend to go farther down the chain of command (Johansson and Herranen, 2019). Still, this transition will happen gradually and gradually. AI tools may concentrate on acclimating to their new

tasks and responsibilities and eventually contributing to other areas of the procedure, as they have evolved into a better support system rather than a leader in the recruiting process. Furthermore, the Al-Alawi et al., (2021), paper clarifies the processes that companies use to hire new workers using AI. With the use of an AI tool, the candidate can actively engage before or after applying for the positions that the firm has announced. An AI application requests information and necessary applicant data, and a chat window assists by providing answers to questions. Few candidates really fill out the forms on the several employment sites where they can publish their resumes. Using a chat system or automated messaging, an AI tool can expedite the application process for prospects. That may be a prompt response since the candidate might be able to maintain contact with this innate knowledge. The AI tool also makes use of the interaction opportunity to keep a current database of applicants when candidates apply for new roles or promotions. In summary, AI contributes to data maintenance, which helps businesses save time and money while enhancing the overall dependability and accessibility of their recruiting practices through the use of relevant AI technologies.

Laurim et al., (2021), the use of cutting-edge technology in online recruiting platforms has grown exponentially in the last ten years. When it comes to hiring new employees, more and more companies are using AI-powered solutions. Throughout the present study, researchers investigate how the use of AI in the hiring process alters the responsibilities of human resources professionals. Companies must have the necessary tools for securing available jobs with those with the correct skills if they want to win the fight for abilities. By automating formerly labour-intensive tasks, AI-powered tools streamline the hiring procedure and save marketers valuable time. Nevertheless, users' responses to AI-based recruitment remain mostly unknown. So, the purpose of this article is to determine what aspects, both internal and external to the organisation, impact the adoption of artificial intelligence-based tools for hiring (Albassam, 2023). Our findings from interviews with hiring supervisors, candidates, and marketers indicate that the following factors are critical to the success of AI-based hiring instruments: openness, the ability to tailor the experience to individual needs, and a feeling of agency. The results give suggestions on how to employ AI technology when recruiting

people and add to the literature on AI's use in the recruitment procedure. There are new recruitment firms that check job ads for discrimination based on gender using AI and linguistic evaluation.

Companies are looking to their databases for the most efficient phrases to assist employers in eliminating discrimination based on gender within job applications. They are employing predictive analytic techniques to codify the vocabulary. An AI system examines a person's whole work history, comprising their degree and any professional certifications they may have earned, and then selects relevant job postings from an online database. Considerations include the applicant's age, occupation, setting, and academic and career achievements in addition to their abilities and competencies according to development degree. This article presents the findings of research that aims to provide methods and standards for using AI in the hiring process (Dijkkamp, 2019). Managers managed to give a better understanding of the implementation of AI within the recruitment process and applicants accepting requirements for vacant jobs. These interviews with participants point to the importance of openness and supplementary characteristics, such as a feeling of management, as critical success factors. By suggesting methods to impact users' beliefs and opinions with more control and awareness, this study adds to the knowledge. In addition to shedding light on potential issues with artificial intelligence, this study helps refine the standards for AI acceptability.

2.4 The role of AI in employee motivation

AI in the organization is positively correlated with employee motivation.

This section discusses AI implementation and employee motivation. Inspiring someone to do what makes them good is the definition of motivation. The definition of motivation is the drive to do one's work well (Girdwichai and Sriviboon, 2020). It has been found that AI implementation is positively correlated with employee motivation. There are four reasons for this. Firstly, AI controls the behaviour of employees, which implies positive outcomes due to high intrinsic motivation among employees. In AI's behavioural management, a worker's behaviours are directed and monitored electronically to ensure they are following a set of predetermined standards (Hughes et al., 2019). When there is mutual understanding between management and staff on the proper way to do a job, behavioural interventions are

more likely to be successful. To make sure that personnel adhere to business policy, a manager can look at how they approach and engage with clients. Evidence suggests that using behavioural control through AI measures might result in increased intrinsic motivation and favourable attitude changes. Success, acknowledgement of accomplishment, the job itself, accountability, and opportunities for progress or growth are all examples of motivational factors. These include the things that make a difference in a person's life at work and help them achieve their goals. However, motivating elements are absent from the majority of technologies, but AI become a great replacement for such technology (Jia et al., 2024).

Secondly, the process of learning is actively incorporated by AI in business (Vinichenko et al., 2020). That means AI is used to teach and inspire workers by guiding them on the proper path so they can do their jobs well (He et al., 2023). Motivation is going to be the key to success in the new, more contemporary workplace. Someone's intrinsic psychological factors that push them for employment indicate enthusiasm. Workplace motivational myths include cutting hours worked, increasing pay, providing perks, educating workers on sensitive topics, encouraging open dialogue, empowering workers to take an active role in their work, and providing counselling services (Passalacqua et al., 2024).

Third, AI is helping public and private sector firms become increasingly competitive by increasing employee incentives to work productively. The notion of employing technology-based means of interaction for the job is still fairly fresh, and it comes with several issues, one of which is how to motivate workers to use these tools (Jia et al., 2024).

Secondary data for the study came from additional resources, such as books and papers published in the past that were relevant to the research topic. In the research, qualitative data was gathered (Hughes et al., 2019). Qualitative data was gathered to explore the implications of AI in employee motivation, revealing a positive correlation between AI implementation increased enthusiasm among workers to work efficiently.

Moreover, Staff involvement is a method of managing workers that makes use of artificial intelligence. This is achieved by inspiring workers and regulating their behaviour. The effectiveness of these structures in managing people in the long run is highly dependent on factors such as confidence, perceived threat, and impartiality. Furthermore, for firms to

promote the usage of AI-driven infrastructure, these systems must be both simple to operate and seen as valuable. Leadership must deploy cutting-edge leadership and motivating technology to keep up with the competition. Providing staff with the resources they need to execute their jobs well is a key strategy for maintaining employee engagement (Jia et al., 2024). Acquiring the correct basic expertise and understanding constitutes a number of the "devices" required for performing the job well, and responsibilities will change in conjunction with AI's advancement in the working environment. AI has the potential to be a game-changer when it comes to measuring employee engagement and using the data to find the best way to build teams. It can be capable of analysing individual workers' motivational aspects and advise management on how to fill the gap to inspire their teams more efficiently.

Pratt et al., (2021), he stated that the workplace has undergone a sea shift due to the advent and widespread usage of cutting-edge technology. Business communication methods that utilise technology are being used across numerous firms. To encourage technologists to design more effective interaction structures, it's essential to teach employees about these modifications and how they impact various elements. Because there are no non-verbal clues on technological devices, individuals are having trouble communicating. To increase the effectiveness of communication that uses technology as well as to have workers who are both inspired and happy, companies must acquire technological remedies such as using AI while recruiting, selecting, and educating employees. Workplace communication that is built through different technologies is still in its development phase and presents several obstacles (Pratt et al., 2021). The challenges, as well as the critical importance of communication technology in modern society, were recently brought to light by a worldwide epidemic in the year 2020. Researchers still haven't solved the challenge of how to inspire workers to use tech-based communication platforms such as AI for motivating and educating employees. To comprehend the components, potential issues, and effects on users, architecture learners and specialists require explicit instructions and a framework to use AI within the business environment. The study's ultimate aim was to build an interactive simulation that considers the most critical aspects of technology-based interaction through AI.

It is possible to build innovations with the required constructions and then evaluate them for changes utilizing the built computer modelling. Intrinsic incentives include things like accountability, progress, development, acknowledgment of one's efforts, and the nature of the task itself. If a person's requirements are met in this way, he or she will be able to achieve his or her goals and experience true job fulfillment. Motivating elements are absent from the majority of innovations. Because of how seldom this information is shared with undergraduates in engineering, numerous software designers fail to incorporate it into their applications. Since discontent increases turnover, workers must be inspired and pleased to retain them in a business (Hughes et al., 2019).

Employee happiness is influenced by desire, but it's not easy to motivate workers with technological means of interaction. Herzberg's two-factor framework of motivation clarifies that aspects serve as discontent mitigation mechanisms, while which aspects serve as genuine incentives, therefore facilitating contented workers. The new creation of systems requires engineers to have direction, and businesses want technical answers. To understand what aspects of technological communication are most important and how they interact to influence staff fulfilment and retention or turnover, the offered simulation framework can be useful. Improved technology efficacy and adaptability to new and modernised communication methods are possible outcomes for designers who grasp this concept and use behavioral science expertise in the creation of information technology solutions (Aldulaimi et al., 2021). By guiding, tracking, and awarding or penalising workers based on their performance, AI management platforms aim to increase satisfaction among workers. This strategy is particularly relevant for those who operate gig-enabling social marketplaces. Staff involvement is a method of managing workers that employers can effectively manage after employing AI techniques for motivating and retaining employees. This is achieved by inspiring workers and regulating their behaviour. The effectiveness of these structures for handling people over time is highly dependent on factors such as confidence, risk perceptions, and impartiality.

Furthermore, Hughes et al., (2019) found that for firms to promote the usage of AI-driven infrastructure, it is essential that these devices be both simple to operate and seen as

valuable. A sense of purpose in work, and retaining workers are some of the results that are addressed in the current section. Improvements in management and productivity lead to a flatter organisational structure. Workers can streamline several processes with the help of AI (Vinichenko et al., 2020). Things like managing and administering employees, as well as coordinating teams, fall under this category. Virtually all operational as well as quality management chores, including meeting scheduling and distributing resources follow-up, will shortly be handled by AI. Throughout the future, firms are going to be structured hierarchically, with workers overseen by AI systems. It is safe to say that AI is greatly assisting businesses in embracing new cultures and ways of doing things. Regarding the consumer's point of view, there is a plethora of psychological encouragement and triggers that consumers encounter nowadays to promote purchases, admiration, or comments. Many businesses have begun using ideas from the theories of nudges and psychological economics. Integrating AI's scalability and knowledge with behavioural analytics opens up a world of possibilities for businesses looking to accomplish cultural and behavioural shifts that have so far eluded more conventional methods of organizational development.

Lin (2023): In the era of artificial intelligence, the following piece seeks to delve into the effects of AI's adoption and implementation in businesses on staff inspiration. By using the two-factor model of motivation as a foundation, this research develops questionnaires to examine the elements that motivate and those that keep employees motivated over time. Researchers have discovered a couple of difficulties: In the beginning, AI has a detrimental effect on the labour market since it eliminates human workers' jobs and causes an enormous amount of unemployment. Secondly, AI helps make organisations more equitable by screening candidates employing cloud computing; this makes qualifications and abilities more significant factors for promotions, which in turn motivates workers. Thirdly, AI violates worker confidentiality since it might compromise employee data and interfere too much with their daily lives (e.g., by sending unwanted calls, reducing enthusiasm among staff members, etc.). At the moment, advancement in AI is going out in every place, with fierce global rivalry and a steady march into ever-deeper realms. Technology is advancing at a tremendous pace shortly. Numerous internet-based businesses and instructional methods are springing up as a result

of the integration and development of AI in numerous sectors, including schooling, medical care, and banking. In addition, AI has extensive knowledge and has quickly become proficient in such fields. Therefore, staff morale takes a hit when AI becomes more widely used in the workplace.

2.5 AI supports the decision-making of human resources

AI is positively correlated with HR decision-making procedure by helping managers make the right choice for the company's growth.

Decision-making is where an individual requires being aware of the choices, gathering relevant information, and then considering the pros and cons of the available choices. A strategy for resolving issues that results in a good enough conclusion is a single approach to attempt at decision-making (Yalcin et al., 2022). This section discusses AI implementation and the quality of the HR decision-making process. It has been found that AI implementation is positively correlated with the HR decision-making process. There are three reasons for this. First, In most cases, AI may be a great productivity booster—as long as the task at hand is well-defined, limited, carried out rapidly, and the outcomes are easily observable and evaluated. Deploying AI may be more challenging in cases when judgments are more comprehensive, need more patience to execute, and the outcomes of these decisions are not immediately visible, much alone quantifiable and auditable (Stone et al., 2020).

Secondly, in front-line promotional activities like contact centers or the administration of advertising supplies, the fast and widespread advancement of advertising technology is happening alongside the emergence of AI in advertising. Since this development computerizes other parts of advertising and produces data that may be utilized to promote AI, it aids in the adoption of AI in advertising (Stone et al., 2020). But this additionally implies that such applications must incorporate AI so that AI can autonomously gather data flows and give suggestions across other areas of the workplace.

There are benefits to employing AI in business decision-making, but there are also risks connected with the "negative aspects" of AI that must be considered. Thoughts and plans for the application of AI in managerial decision-making have not been well studied. Researchers aim to fill this hole by creating an AI acceptance-avoidance model (IAAAM), which takes into

account the good and bad aspects that affect managers' perspectives and plans to use AI technology (Cao et al., 2021). A massive survey via questionnaire involving 269 UK company managers was used to test the study approach. Looking at managers' views as well as actions regarding AI, the findings indicate that IAAAM offers a more complete model. These results add both theoretical and practical weight to the growing body of work on the topic of AI in business decision-making. In addition, when it comes to the real-world consequences of AI in business decision-making, managers stress the significance of creating conducive environments, having a reliable way to ease leadership worries, and weighing both the advantages and disadvantages of AI equally (Cao et al., 2021). In conclusion, AI implementation is found to be positively related with strategic decision-making within the organisation.

It can be measured that AI is positively correlated with HR decision-making procedures. AI has the potential to improve strategically important decision-making in many ways. These involve making decisions faster when it comes to fresh information or resulting threats to competition, finding data that is lacking more quickly, making decisions with more reasoning (specifically by reducing or eliminating psychological bias), creating a common ground for decisions, and managing advertising initiatives more effectively. Also, in this complicated environment, adopting significant organisational decisions is a procedure that is always changing and packed with ambiguity. Consequently, varied teams of accountable workers handle the abundance and diversity of data, which has to be accurately collected and understood in order to create appropriate options. Although study in this area is still in its early stages, the technical capability of AI is anticipated to provide further help (Trunk et al., 2020). But the repercussions on the organisation of labour and the differentiation of responsibilities created in the present human-machine connection are being explored with greater consciousness as technological advancement is developed to have capacities exceeding those of conventional devices.

Concerning Kaggwa et al. (2024), the present piece provides a sophisticated view of the way AI is changing the business environment by exploring its revolutionary effects on fundamental company decision-making. In this research, it aimed to primarily examine the impact of AI on

corporate planning, specifically how it has changed conventional decision-making processes and improved company agility. This paper offers a thorough grasp of AI's diverse function in business of methodically analysing scientific and industrial resources, which can be useful for business decision-making procedures. A comprehensive literature assessment, a reliable tool for determining the reliability of sources and combining their findings, was chosen as the technique. This method allows for an in-depth analysis of how AI is being used in company leadership, how it is impacting metrics for success, and how it may promote equitable company procedures (Ali and Rafi, 2024). Several important results show that AI is more than just a technical instrument; it is an investment in strategy that alters the way companies make decisions. There is much promise for improving profitability and fostering ethical business conduct via the use of AI in company initiatives (Reim et al., 2020).

According to the research of Budhwar et al. (2022), AI is a game-changer for companies since it opens up previously unimaginable avenues for productivity and creativity. Companies should link AI with their fundamental principles and corporate objectives, as recommended, to ensure an equitable strategy for the incorporation of AI. Businesses may anticipate AI's growing influence on decision-making to have far-reaching effects on the industry. He stated that introducing AI has caused a sea change in the way companies make decisions and turned over long-standing methods of strategy development and implementation (Budhwar et al., 2022). This upheaval represents a major shift in the way companies think and plan, rather than just a technical development. In collaborative decision-making settings, their study is centred on comprehending the extent to which humans depend on AI. They get an understanding of how AI impacts human decision-making by building a neural network that infers the underlying dependence mechanisms of people on AI aid.

Moreover, Trunk et al., (2020), the assumption that AI-enabled robots can respond as well as respond upon human input suggests that the nature of the connection between people and machines may evolve. Therefore, the following piece aims to provide organisations with steps they may take to effectively use AI to improve the quality of their decisions in complicated and unpredictable settings. A trait that allows a human being to operate effectively and with forethought in its surroundings is cognitive ability, and AI is a process committed to rendering

robots smart. According to the results of this research, AI is not well-suited to the conventional wisdom that views robots as simple instruments. To make good use of such technology, individuals need to shift their focus from just directing the computer to carry out a predetermined procedure to also translating and interpreting the outcomes. Additionally, this suggests a shift in the necessary abilities and a rise in the level of obligation. So, how people see AI will rely largely on their own self-perception, whereas the advantages of AI will vary substantially depending on the situation and the objective. An entirely novel set of difficulties has emerged in the long-standing issue of building decision-making systems including human participants, brought about by the recent emergence of algorithms for making choices powered by AI (Trunk et al., 2020). Assuming that current collected data allows for somewhat accurate prospective forecasting, AI and, more specifically, machine learning computations, may generate new knowledge and forecasts by combining significant trends from enormous amounts of information. A key motivator for the rapid advancements in AI has consisted of the prospect of low-cost, quick, precise, and repeatable choices with an efficiency that approaches that of human intellect. The widespread use of AI is a testament to the numerous quantifiable advantages of AI's ability to acquire information and make predictions (Trunk et al., 2020). However, before organisations use AI for decision-making, they must thoroughly assess its advantages and drawbacks. Employers that use AI to make decisions still have to answer for the results. However, there is growing evidence from studies and current events that AI-based choice-making has the potential to incorporate. To reinforce a variety of serious preconceptions, thereby making it harder to maintain fairness, reliability, openness, and confidence in these systems of the organisation.

Managers who use AI to make decisions still have to answer for the results. However, there is growing information from studies and current happenings indicating AI-based decision-making has the potential to incorporate and exacerbate a variety of serious preconceptions, thereby making it harder to maintain fairness, responsibility, openness, and confidence in these systems (Budhwar et al., 2022). Therefore, though AI-augmented human judgments are appealing and get people excited, the issue of how to best integrate people and AI-based decision-making into systems of operation to reap the advantages while avoiding the pitfalls

is yet unanswered. AI developments may assess information and factors in complicated circumstances, which helps with decision-making. Whenever compared to when people solve issues on their own, this allows companies and associations to arrive at better, more timely judgments. The results showed that AI can rapidly analyse large datasets and provide real-time insights because of its remarkable data processing rates. Since the company can automate a lot of the steps in the procedure, it can speed up and improve the efficiency of the procedure for making decisions (Vrontis et al., 2022). AI streamlines decision-making by automating mundane, repetitive operations, allowing humans to concentrate on higher-level and strategically important (Vrontis et al., 2022). AI uses massive amounts of data to find associations, relationships, and connections that people would miss. Applying the principles of AI to analyzing data may make what is often a challenging task much easier.

Yet, enhancing fairness in decision-making is a critical negative influence needing accountability, transparency, and equity. Khair et al (2020), also emphasize a requirement to balance efficiency with fairness and urge for measures to ensure the transparency of algorithms and overcome biases. This study provides negative influence information about human judgment and AI in the decision-making of HR providing light on AI transportation potential while also advocating principles of ethics. Hence, it is relevant for the chosen topic of the research exploring AI influence in Human Resource management.

2.6 The Impact of AI on Human Resource Management Performance

With the help of HR Performance Management tools, supervisors can keep an eye on how well everyone in the company is doing, from individuals to specific divisions to the whole enterprise. The purpose of HRM performance management is to facilitate interactions among supervisors and subordinates in pursuit of the organisation's long-term goals (Maganti et al., 2023).

According to Maganti et al. (2023), different breakthroughs in technological innovation in robotics and other areas have been greatly facilitated by the combination of AI with the Internet of Things, leading to remarkable breakthroughs in work environments. Companies now have an abundance of alternatives because of the merging of technology. Human

resource management (HRM) must keep up with the ever-changing commercial environment by addressing new challenges while guiding organizations to their full potential. The purpose of this research is to measure how human resources managers are making use of AI software for tasks including hiring new employees, training current ones, managing salaries and benefits, and retaining current ones. It can be stated that HRM performance can be positively impacted by AI. Human resource management (HRM) tactics that use AI are revolutionizing how firms find, control, and inspire their personnel. By learning from their own experiences and analyzing data, machines equipped with AI may now out-judge humans in terms of accuracy. As a result of this shift, equipment has replaced many kinds of physical work, and human resources experts are anticipated to begin taking on greater managerial roles. Everyone can see how human resource management (HRM) benefits from integrating AI into its various components. According to this research, organisations seeking to enhance the efficiency and productivity of their recruitment and hiring processes may benefit from AI. With the help of HR Performance Management tools, supervisors can keep an eye on how well everyone in the company is doing, from individuals to specific divisions to the whole enterprise. The purpose of HRM performance management is to facilitate interactions among supervisors and subordinates in pursuit of the organization's long-term goals (Maganti et al., 2023). Accuracy, effectiveness, and adaptability are three of Industry 4.0's possible advantages. Adjustments to the Human Resource (HR) domain are necessary for the effective deployment of Industry 4.0 in the workplace. Companies gain an edge over their rivals via their human resources (HR) skills, which take on more significance in the framework of Industry 4.0. For organisations to meet difficulties and expectations efficiently, the HR department has to be more vigilant and flexible. There is much promise that AI will revolutionise performance evaluation. Machines powered by AI may sift through information regarding staff efficiency to identify problem areas (Singh et al., 2023). Organisational efficiency and effectiveness may be improved with the use of this data by creating individualised tactics to boost staff performance. To ensure compliance with rules and protection in the working environment, the previously mentioned element is vital. Machine learning (ML) algorithms can analyse data from different equipment and sensors to identify

potential safety issues and suggest measures to mitigate them. By putting these safeguards into location, injuries and incidents at work may be significantly reduced, and compliance with safety requirements can be followed strictly.

Tambe et al. (2019) evaluated that HR departments may benefit from AI's ability to sift through mountains of data, spot trends, and generate forecasts, leading to better, more evidence-based choices. Companies might enhance their staff's engagement by incorporating AI into HR and streamlining operations (Prentice et al., 2023). With the help of AI, HR managers can provide their employees with a much better and more tailored environment. To help engage and retain top personnel, use AI to personalise HR initiatives and communications based on each person's preferences and requirements. From creating relationships for recruits to recommending awards and salary plans to automatically nudges to prevent unconscious bias, this customisation applies to every HR task. Human resources managers should think carefully about the ethical concerns and possible biases of AI, despite its alluring promise. Recognising the limitations of AI is just as crucial as embracing its capabilities. A Fundamental, Non-Technical Introduction to AI provides HR along with other company executives, with an overview of AI, its benefits and drawbacks, and how to separate the hype surrounding it from reality. Armed with this information, managers can decipher the commercial hype around AI and objectively evaluate how HR may benefit from AI. Human resources may greatly benefit from understanding AI basics as they work with other departments to determine the best combination of human resources and technological resources to achieve corporate goals.

According to Kitsios and Kamariotou et al. (2021), this article is relevant to the chosen research topic because it is useful to explore AI influence in HRM depending on an analysis of how AI is revolutionising the practices of human resource management, especially regarding challenges created by the disruption of technology and the gig economy. It discusses the requirement for professionals in human resources to acquire new knowledge and skills to adopt technology and AI in personnel management. Further, Tripathi et al. (2022) also address the ethical concerns regarding the decisions of AI and emphasise the role of human resources in ensuring transparency and fairness. Overall, Gupta et al (2022) offer valuable information

about the HRM landscape in Industry 4.0 and the AI era making it a pertinent resource for knowing artificial intelligence's influence on the practices of human resource management.

Park et al. (2022) agreed with Kitsios and Kamariotou et al. (2021) and said it is relevant to exploring the AI influence in human resource management as it gives information about complex dynamics surrounding the evaluation of algorithms in HR management. In addition, the centred design ideas of stakeholders are also proposed by offering practical solutions to overcome such tensions and promote workplace harmony.

According to Aldulaimi et al. (2021), there are several sectors that view AI as a significant advancement that will change people's lives. The use of AI in the domains of business, medicine, and education has the potential to provide a great deal of new opportunities. AI provides a straightforward answer to laborious and costly issues. This is a tool that has the potential to assist us in advancing and achieving success more rapidly. When making the transition to artificial intelligence, it is necessary to take into consideration all of the possible outcomes and how they may affect mankind in the future. Expertise, innovation, and investment in research and development have established themselves as the primary advantages of contemporary financial markets. This is due to the fact that the business environment is always changing. The degree to which nations and organisations progress in these areas is a significant factor in determining their survival, and technological improvements bring both opportunities and challenges. In today's marketplaces, one of the most significant challenges is the increasing competition that exists between enterprises. It is thus necessary for the firm and its management to make intelligent use of AI technology in order to achieve the ultimate aims and objectives of the organisation.

Giraud et al. (2023) agreed with Aldulaimi et al. (2021) and stated to explore artificial intelligence's influence on Human Resource Management as it provides information about how this technology adopts and even impacts managerial skills in companies. By organising qualitative interviews and thematic analysis of content with experts in AI, the study shows information about managerial skills and tasks evolving in the artificial and dynamic environment. Giraud et al. (2023), argued by Aldulaimi et al. (2021), also address the

requirement for understanding the interplay between managerial abilities and AI, providing information about skill replacement and augmentation because of this technology adoption.

Giraud et al. (2023) also provide information about organisational leaders and professionals in Human Resources in dealing with HRM processes and AI complexity while ensuring managerial competency development. The information from this research also offers a roadmap for companies looking to adopt this technology efficiently in HRM strategies, along with increasing the sustainable benefit of competition in the current landscapes of the business.

2.7 Literature Gap

Prior year's studies have only concentrated on the critical evaluation of AI within HRM as a whole. However, none of them focused on analysing how AI influences different components of HRM. Hence, the current study contributes to filling the knowledge gap between the practical implications and theoretical conceptualization of AI for human resource management. The entire information provides a deep understanding of the usage of AI in the workplace along with guiding approaches to Human Resource Management in the AI era.

2.8 Summary

Momentarily, technology and AI are reshaping traditional practices of human resource management, especially non-standard personnel management, in the Fourth Revolution of Industry. AI is the process by which humans create robots that can be used for learning and making the right decisions. The long-term objective of AI is to enable robots to execute tasks that are often performed by humans. AI is going to operate and respond like a person. The quickness and exactness with which AI drives are unparalleled. Recent advances in technology are causing a revolution in the recruiting process, which both staff and candidates must navigate with great difficulty. However, the real measure of whether AI-based recruiting tools are well-received remains with the participants themselves. It can be deduced from the above evaluation that efficiency is a motivation for the implementation of AI in human resources,

allowing professionals to concentrate on strategic initiative while automation deals with repeated tasks.

Chapter- 3 Methodology

3.1 Research Philosophy

The positivist approach to research is based on logic and facts, and it stresses the requirement of doing one's own quantitative evaluations of every response, behaviour, or technique in order to fill in the gaps in knowledge in the context of AI in HRM. Positivism is a school of thought in scientific inquiry that advocates for the testing of ideas based on previously established theories. Quantification and rational thought are central to positivism, which holds that one may learn about the world by keeping an objective and quantitative eye on how things work. Theoretically and pragmatically value-free information collected via experience is the foundation of expertise in science which reflected the relationship between AI and HRM in the study. The foundational idea of positivism is that trustworthy information can only be attained by direct experience of the world around AI in HRM. The only responsibility of the investigator is to gather knowledge and analyze it using independent techniques (Park et al., 2020). Accordingly, the study's findings are concrete and measurable. The foundation of positivism is the ability to use quantitative and mathematical methods to analyse observable facts.

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3.2 Research Approach

Investigators use deductive methods to evaluate hypotheses and verify (or modify) preexisting ideas. While inductive investigation seeks to generate or establish current hypotheses, deductive study seeks to establish new ones. Investigators are able to more thoroughly comprehend social thought and human behaviour when they use both inductive and deductive reasoning. To confirm or refute claims made by inductively thinking academics who have offered different theoretical frameworks for identical social phenomena, investigators who use deductive reasoning evaluate claims related to AI in HRM. If an investigator wants to use a previous hypothesis to explain their freshly acquired information, they might use a deductive method (Hall et al., 2023). Whatever the situation may be, to provide a convincing

hypothesis, an investigator must show that they are well-versed in the relevant literature in the context of AI and its role in HRM. The findings of deductive studies are often more conclusive since they are designed to confirm or deny a certain premise. Results from inductive rather than deductive studies tend to be more uncertain and open to revision since they depend on experiences. An advantage of deductive study is that it facilitates replication and expansion upon prior work by providing a framework for testing ideas logically and methodically.

3.3 Research Method

The investigators throughout the present investigation analyzed the impact of AI on HRM practices on a specific demographic using quantitative methods. Fundamental to scientific research is the analysis of quantitative data, aiming to draw conclusions applicable to a broader sample. These outcomes are derived from mathematical reasoning. In quantitative research, investigators employ statistical analysis to address their research hypotheses by systematically gathering financial data from multiple sources and analysing it using various logical, analytical, and computational methods. This approach, known as quantitative research, allows for the discovery of standard deviations and trends. Its objective is to identify patterns, trends, and correlations through systematic collection and analysis of statistical data, aiming for measurement and quantification of occurrences to conduct statistical examination and draw broad conclusions. Mathematical simulations, surveys, and questionnaires are among the tools used to systematically collect and evaluate data (Rahman, 2020). Reports on quantitative studies often feature data visualization tools such as tables, graphs, and statistical breakdowns, aiding in the derivation of findings and informed recommendations on AI and HRM practices. Quantitative research relies on numerical data collection and presentation, ensuring precise results grounded in empirical evidence.

3.4 Data Analysis

A study used a method of analysis i.e., content analysis which involves the methodical categorization and recording of aspects of narrative, graphical, or auditory information to examine them. Although it finds extensive use in the area of interpersonal interaction, its

usefulness extends to many other domains as well. The most basic definition of content evaluation is an empirical approach to understanding and measuring written information (e.g., addresses, assessments, publications, social networking postings, etc.). Investigators may use it to sort over huge amounts of information in looking for themes, preconceptions, or trends, and then convert those findings into measurable variables related to AI and HRM practices. Investigators may delve deeply into topics and make measurable analyses using content evaluation, which combines qualitative and quantitative methods (Pandey and Pandey, 2021). This strategy is quite flexible and may be used with a wide range of investigation topics and data resources. Content evaluation is often less expensive than various other study approaches. Compared to procedures that entail primary information collecting, it frequently takes less time and money as it mostly includes reviewing materials that already exist.

3.5 Data collection

The primary information originates from an investigator's own investigation or observation of a phenomena in action. In the context of AI's function in HRM, primary empirical data—which is obtained through the investigator's tests or questionnaires—is crucial to the validity of conclusions. Primary gathering of information is the gold standard because it ensures accurate, current results that are tailored to the goals of the study (Aithal & Aithal, 2020). Furthermore, by gathering information directly from the intended audience, it enhances the quality of the research since it is specific, up-to-date, and trustworthy. For this research, questionnaires were the only tool for gathering the main information. An important feature of primary research is that it relies on collecting data directly from sources instead of depending on third-party resources. All data is current and sourced from reliable sources. By doing thorough initial research, professionals may immerse themselves in a topic and explore every possible result by critically analysing the relationship of AI with HRM.

Information that does not originate from the investigators themselves is known as secondary information. This might be in the manner of journal entries, documentation, or released

studies. Knowledge regarding the source that has already been gathered and used in previous years is secondary data used to address the research hypothesis. Gathering secondary data is quick and cheap since data is already gathered and measured. Investigators who rely on additional sources might compile information from a variety of resources and restructure it into a more comprehensible paper.

3.6 Sampling Approach

When it comes to gathering information digitally for either numerical or qualitative studies, polls or questionnaires developed with web-based survey tools are crucial. In order to justify what the participants do and earn their confidence; questionnaires are carefully crafted. The study utilized a probability-based sampling strategy, that provides each individual in the community an equal likelihood of being chosen for the sample. For the most part, quantitative studies make use of it. Utilizing statistical sampling techniques is the most appropriate approach to ensure that the findings are reflective of all individuals who were targeted to collect samples in the context of AI and HRM. The study makes use of a questionnaire to find out how individuals feel. For this research, fifty respondents will be surveyed to begin gathering crucial data in order to address the research hypothesis. In order to reach those surveyed, the survey will be sent using Google Forms.

3.7 Research Limitation

The limitation of the current study is that it uses only the Quantitative method. Questionnaires containing predetermined answers are used in quantitative studies. Because of this, the results described in the study proposal are severely constrained. Thus, the outcomes can occasionally not be indicative of the real event, at least not in a broad sense. In addition, the investigator has already chosen certain answers, so the respondents have few alternatives. Some investigators may lack the necessary statistical training to carry out the quantitative examination for carrying out a statistical evaluation within the study. Due to its scientific foundation, statistical evaluation is beyond the capabilities of most people who are not trained in mathematics. Its limited scope and lack of depth are major drawbacks of quantitative study. It is challenging to investigate complex issues in depth using quantitative

research methods because of their emphasis on numerical information (Bonache and Festing, 2020). It might be challenging to make important discoveries due to the limited grasp of the study topic caused by this lack of background and perspective.

3.8 Reliability and Validity

Consistent findings are guaranteed by dependability, whereas measurement errors are confirmed by validity. Questionnaires and other similar instruments improve the accuracy and dependability of data collection within the study. Linking questionnaires with hypotheses indicates reliability, while evaluating confidence throughout the years exhibits dependability. Due to its comprehensive characteristics, the questionnaire enables investigators to acquire reliable and legitimate findings, enabling reputable study conclusions.

3.9 Justification of Chosen Methods

Investigators consider using a variety of strategies to respond to questions and accomplish research objectives, including collecting data regarding certain subjects via the use of numerous procedures. To finish the investigation with the availability of readily accessible assets, findings that are backed by both primary and secondary evidence will be given more importance to the research conclusion (Sürücü and Maslakci, 2020). Through the use of sampling techniques and questionnaires, quantitative research gathers statistically meaningful data from current and future clients.

Chapter-4 Data Analysis

4.1 Descriptive analysis of H1: AI in Recruitment is Positively Correlated with the Recruitment Process's Effectiveness and Efficiency

The responses reveal an unwavering faith in the positive impact of AI on the hiring process. For instance, 40.7% believe AI accelerates the recruitment process, while 57.6% say it helps identify the best candidate. Likewise, 45.8% of AI believe that AI improves the effectiveness of the candidate evaluation, while 40.7% also believe AI to boost both efficiency and effectiveness of the hiring process as a whole But nearly half of those say AI is effective means of making the resume screening process efficient, and a similar proportion say it is effective in increasing the efficiency of both the tasks. All of these responses support H1: people believe that AI makes hiring easier and more effective. This provides evidence in support of H1.

1.What is your age?					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18 to 25	26	44.1	44.1	44.1
	26 to 45	32	54.2	54.2	98.3
	46 and above	1	1.7	1.7	100.0
	Total	59	100.0	100.0	

Table 1: Response to Question 1

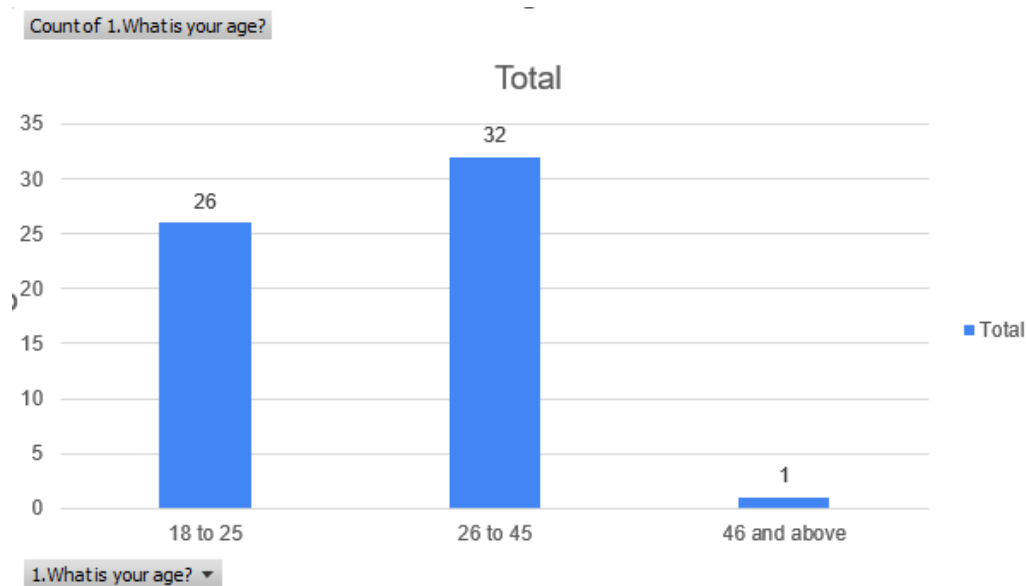


Figure 1: Source created by Researcher

Illustration: The demographic analysis reveals that individuals aged 18 to 25 constitute the second largest group, comprising 54.2% of the total respondents. The largest single demographic falls within the 26 to 45 age brackets. Those aged 46 and above represent only 1.7% of the surveyed population. These findings indicate that the sample predominantly consists of individuals in their twenties and thirties, which could significantly influence perspectives on AI and technology.

2.What is your gender?					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	9	15.3	15.3	15.3
	Male	50	84.7	84.7	100.0
	Total	59	100.0	100.0	

Table 2: Response to Question 2

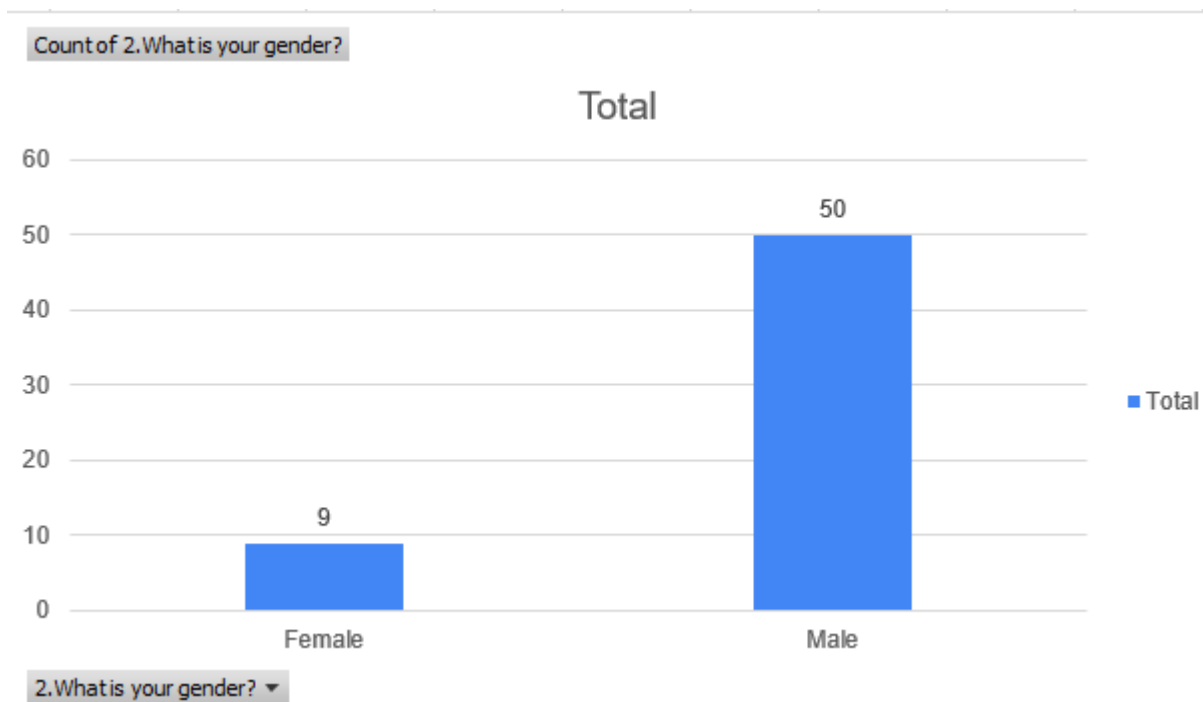


Figure 2: Source created by Researcher

Illustration: With 84.7% of respondents being male and only 15.3% female, the gender ratio is highly skewed. This disparity, particularly if gender influences the adoption and use of AI in hiring processes, can significantly impact overall perspectives and insights.

3. Please rate your own competence in your current position.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Expert	6	10.2	10.2	10.2
	Intermediate	26	44.1	44.1	54.2
	Novice	3	5.1	5.1	59.3
	Proficient	24	40.7	40.7	100.0
	Total	59	100.0	100.0	

Table 3: Response to Question 3

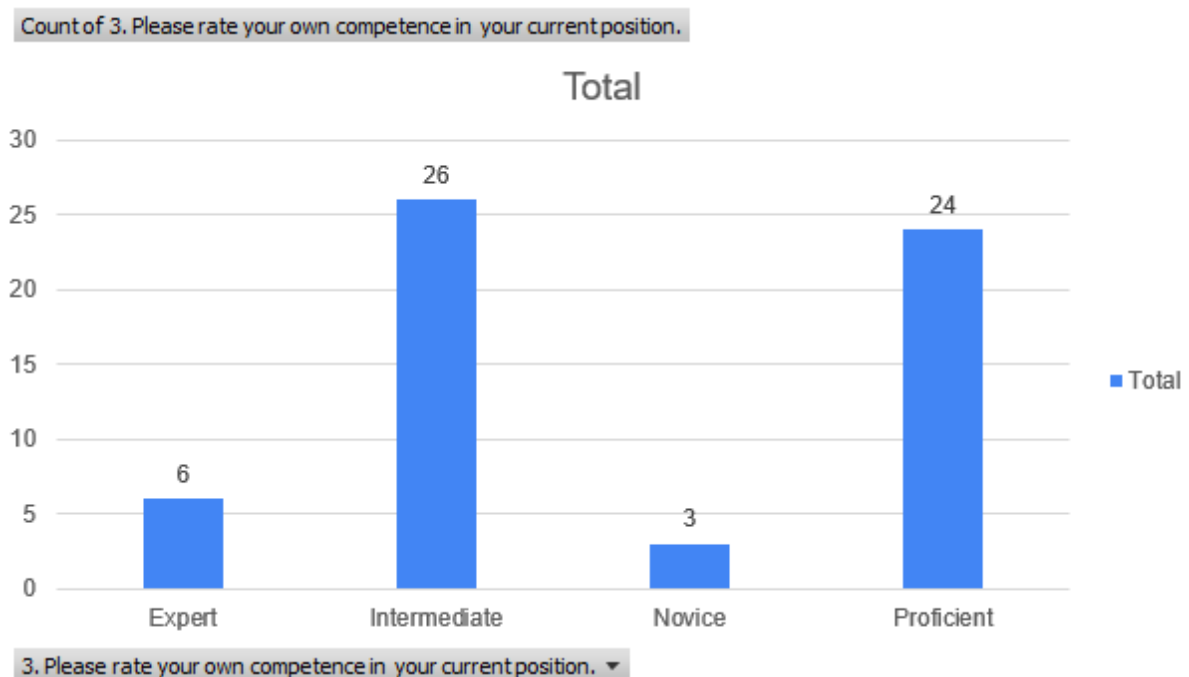


Figure 3: Source created by Researcher

Illustration: Among those who took the time to thoroughly evaluate their abilities, the vast majority (44.1%) confidently ranked themselves as intermediate. Additionally, 40.7% proudly claimed proficiency, 10.2% identified as highly skilled experts, and 5.1% modestly considered themselves novices. It appears that most respondents are genuinely confident in their job performance, with a significant portion firmly believing they are more than capable.

4. What is your income?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	£20,001 to £30,000	17	28.8	28.8	28.8
	£30,001 to £40,000	3	5.1	5.1	33.9
	Less than £20,000	37	62.7	62.7	96.6
	More than £40,000	2	3.4	3.4	100.0
	Total	59	100.0	100.0	

Table 4: Response of Question 4

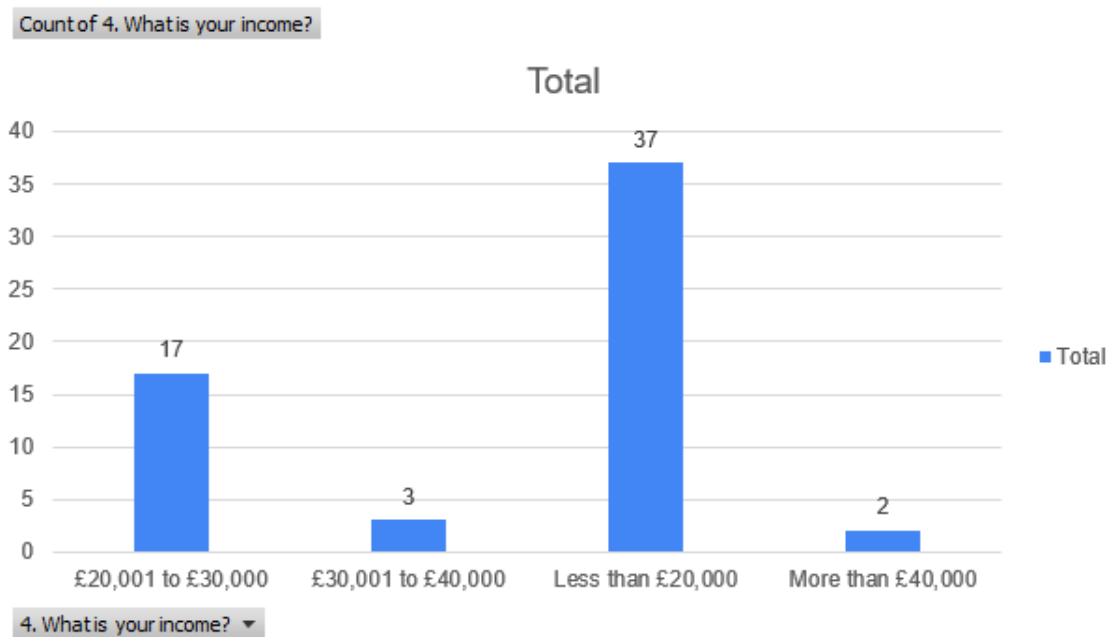


Figure 4: Source created by Researcher

Illustration: While everyone's income is different, 62.7% of the population lives on less than £20,000 a year. There is a lower representation in the higher income groups (£30,001 to £40,000 and more over £40,000), whereas the income ranges between £20,001 and £30,000 make up 28.8%. It is possible that the respondents' salary distribution represents entry-level or mid-level occupations

5.To what extent do you agree that AI in the recruitment process can help identify the correct applicant?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	34	57.6	57.6	57.6
	Disagree	4	6.8	6.8	64.4
	Neutral	10	16.9	16.9	81.4
	Strongly agree	9	15.3	15.3	96.6
	Strongly disagree	2	3.4	3.4	100.0
	Total	59	100.0	100.0	

Table 5: Response to Question 5

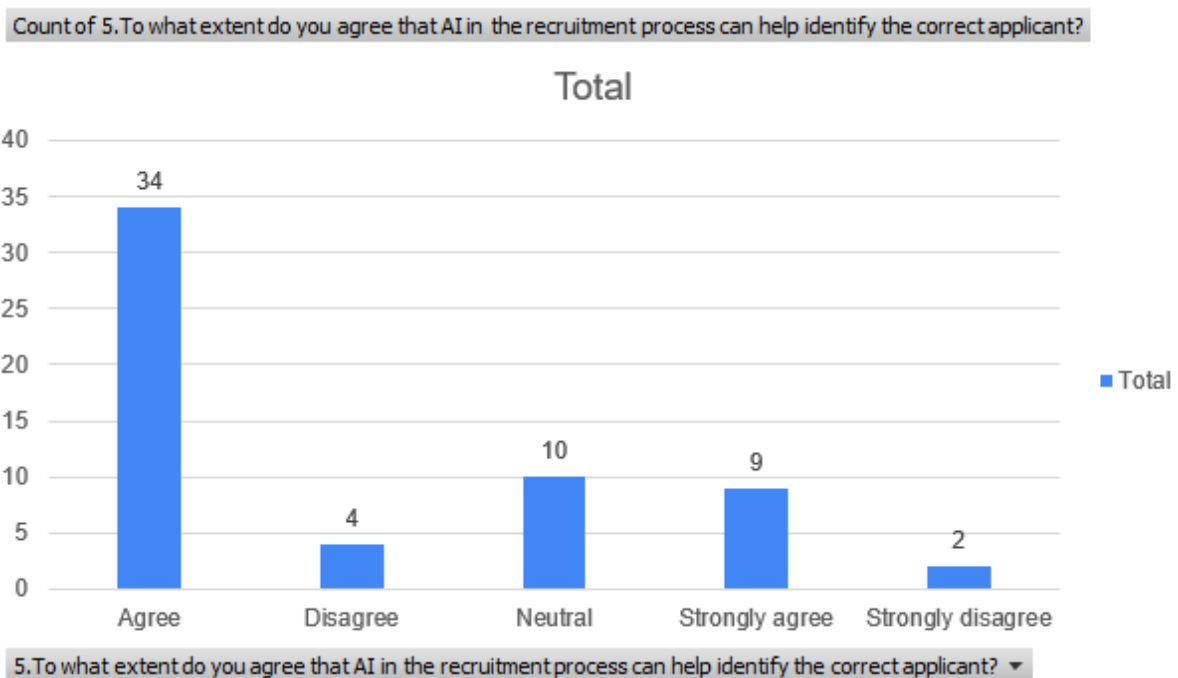


Figure 5: Source created by Researcher

Illustration: The majority of respondents (57.6%), with 15.3% strongly agreeing, believe that AI can effectively aid in identifying the ideal candidate. A smaller percentage are ambivalent (16.9%) or disagree (10.2%), indicating widespread optimism about AI's recruiting potential. This positive outlook reflects a growing trust in AI's capacity to streamline and improve the hiring process, potentially resulting in more precise and efficient recruitment outcomes.

6.To what extent do you agree that AI in the recruitment process can help speed up the process?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	24	40.7	40.7	40.7
	Disagree	3	5.1	5.1	45.8
	Neutral	9	15.3	15.3	61.0
	Strongly Agree	22	37.3	37.3	98.3
	Strongly Disagree	1	1.7	1.7	100.0
	Total	59	100.0	100.0	

Table 6: Response to Question 6

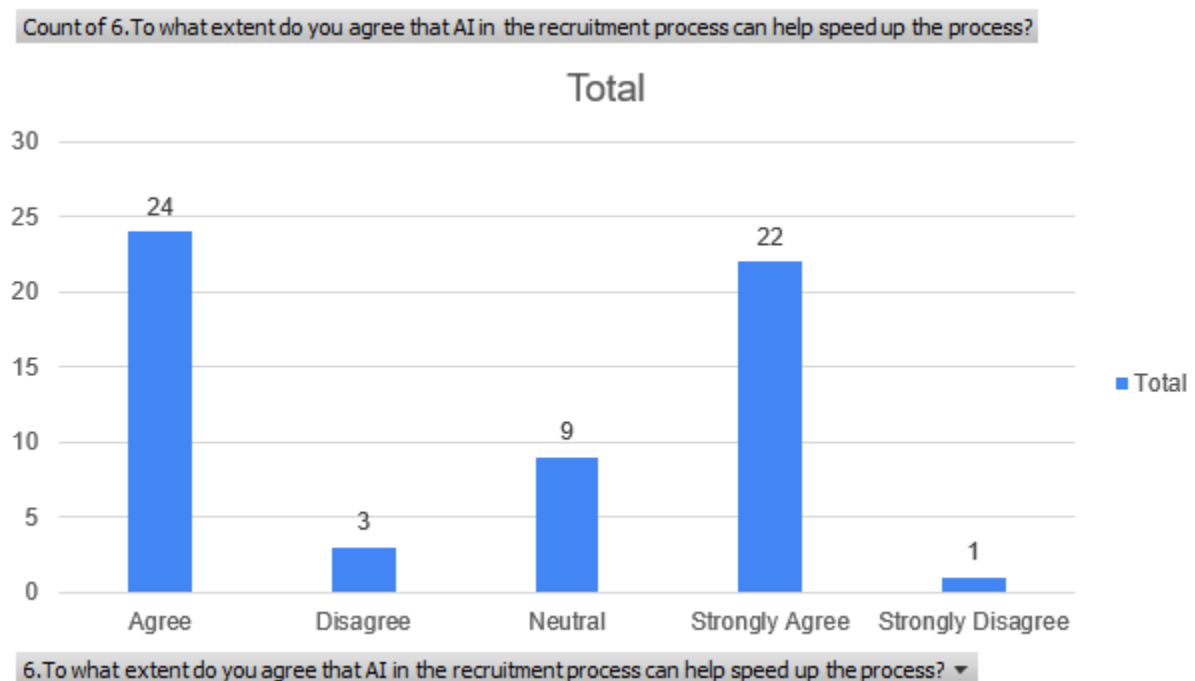


Figure 6: Source created by Researcher

Illustration: The use of AI to expedite the hiring process enjoys substantial support (37.3%) and considerable agreement (40.7%). There appears to be a generally favorable attitude toward the efficiency gains offered by AI, as only a small minority (5.1%) or a very small minority (1.7%) express disagreement. This broad acceptance indicates that many people are

optimistic about AI's potential to improve and accelerate recruitment procedures, recognizing its benefits in enhancing overall hiring efficiency.

7.Do you think Ai can make recruitment process effective and efficient?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	24	40.7	40.7	40.7
	Disagree	6	10.2	10.2	50.8
	Neutral	14	23.7	23.7	74.6
	Strongly Agree	13	22.0	22.0	96.6
	Strongly Disagree	2	3.4	3.4	100.0
	Total	59	100.0	100.0	

Table 7: Response to Question 7

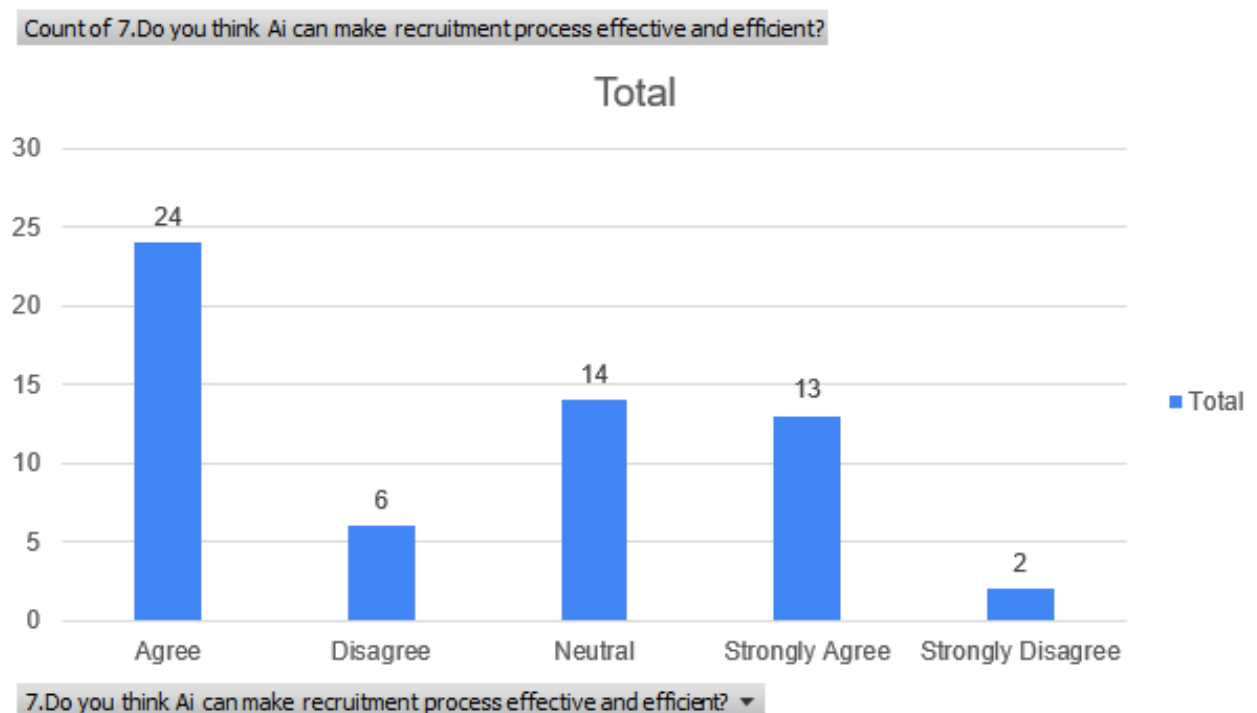


Figure 7: Source created by researcher

Illustration: To the extent that AI may improve the efficacy and efficiency of the recruiting process, a significant percentage of respondents either agree (40.7% agreement) or strongly

agree (22%). On the other hand, 10.2% of respondents disagree and 23.7% are unsure, suggesting that some people have misgivings.

8. Do you think that AI will replace the traditional methods of recruitment and selection in the coming years?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	1.7	1.7	1.7
Agree	27	45.8	45.8	47.5
Disagree	8	13.6	13.6	61.0
Neutral	7	11.9	11.9	72.9
Strongly Agree	13	22.0	22.0	94.9
Strongly Disagree	3	5.1	5.1	100.0
Total	59	100.0	100.0	

Table 8: Response to Question 8

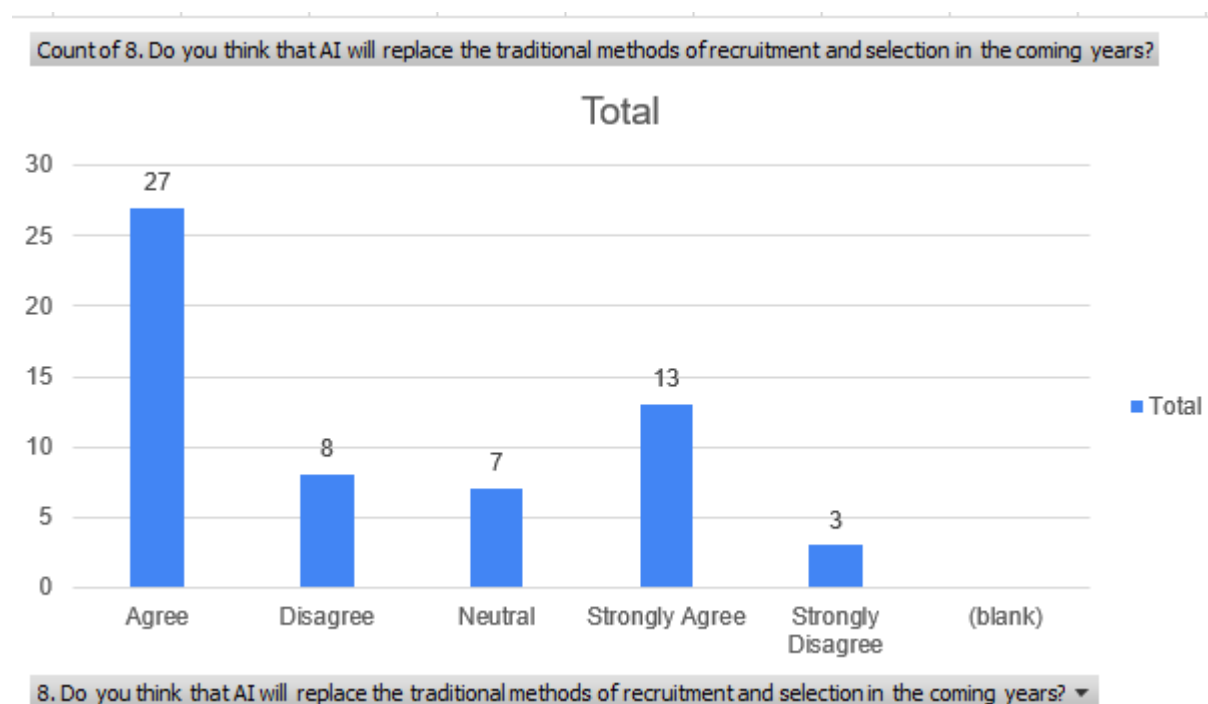


Figure 8: Source created by Researcher

Illustration: Nearly half (45.8%) and a quarter (22%), respectively, believe that AI will eventually supplant more conventional approaches. Uncertainty over the total replacement of conventional recruiting methods is reflected in the 13.6% who disagree and 11.9% who are indifferent.

9.To what extent do you agree that AI is improving the efficiency of resume screening.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	29	49.2	49.2	49.2
	Disagree	3	5.1	5.1	54.2
	Neutral	6	10.2	10.2	64.4
	Strongly Agree	19	32.2	32.2	96.6
	Strongly Disagree	2	3.4	3.4	100.0
	Total	59	100.0	100.0	

Table 9: Response to Question 9

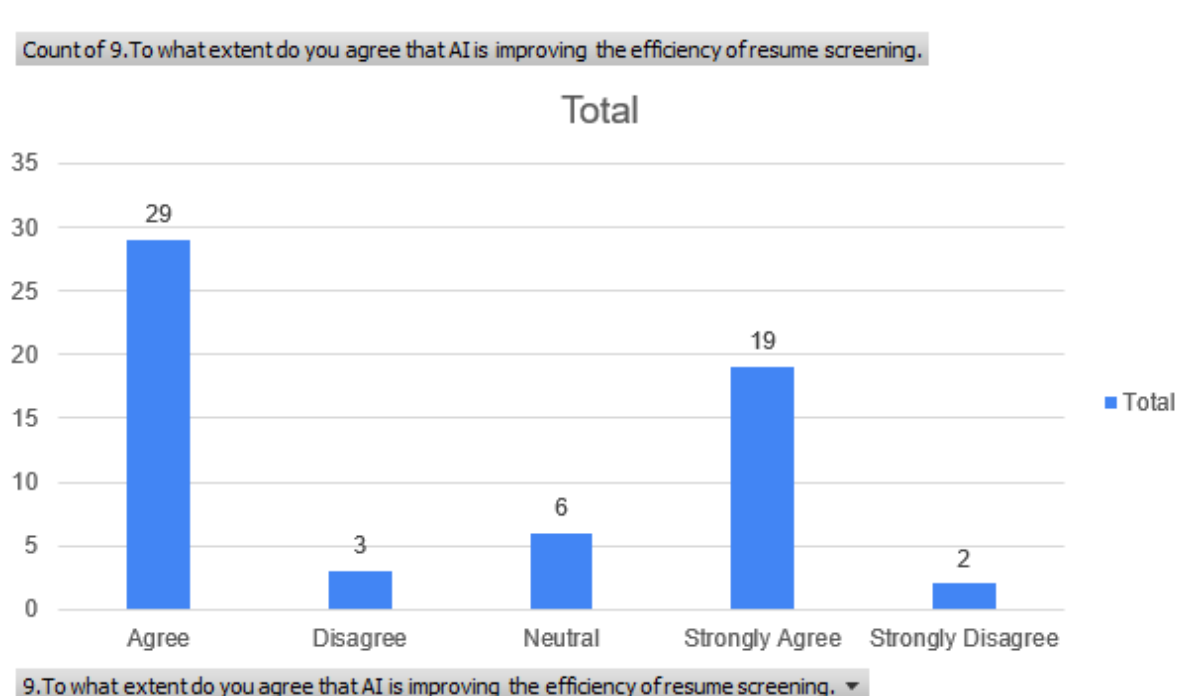


Figure 9: Source created by Researcher

Illustration: The majority of people think that AI makes resume screening more efficient (49.2% agree, with 32.2% giving it a high agree). The fact that only a tiny number are in disagreement (5.1%) or are unsure (10.2%) shows that AI has widespread acceptance in this field.

10.To what extent do you agree that AI is improving the efficiency of candidate assessment?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	27	45.8	45.8	45.8
	Disagree	3	5.1	5.1	50.8
	Neutral	14	23.7	23.7	74.6
	Strongly Agree	14	23.7	23.7	98.3
	Strongly Disagree	1	1.7	1.7	100.0
	Total	59	100.0	100.0	

Table 10: Response to Question 10

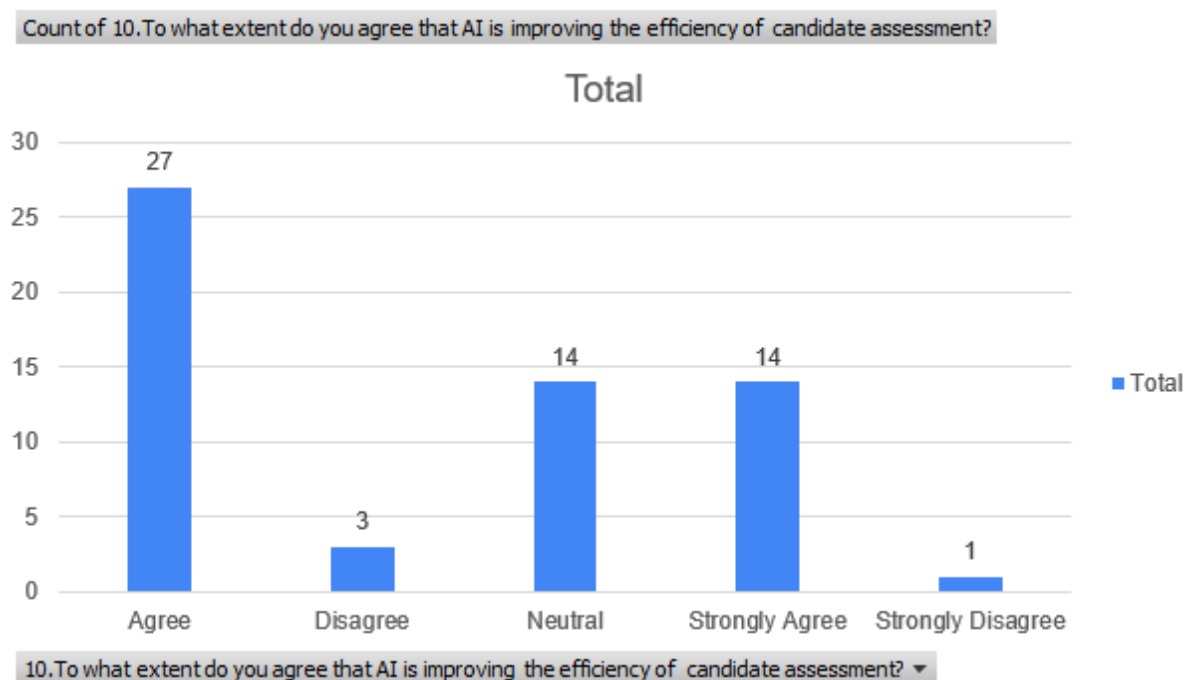


Figure 10: Source created by Researcher

Illustration: When asked whether AI improves the efficiency of candidate assessments, many respondents said yes (45.8%) or strongly agreed (23.7%). Notably, 23.7% were agnostic, suggesting either reluctance or inexperience with AI in evaluations.

4.2 Descriptive analysis of H2: AI in the Organization is Positively Correlated with Employee Motivation

Illustration: The answers to these questions show that AI and motivation in the workplace go hand in hand. To illustrate the point, 45.8% of people think AI encourages them to achieve their own goals, and 50.8% think it boosts motivation by automating mundane jobs and fostering an inventive atmosphere. Furthermore, 45.8% say AI improves critical thinking, and 42.4% think AI inspires workers by highlighting their own development. In addition, 55.9% think AI promotes being open to other cultures and methods of functioning. All signs point to AI playing a major role in boosting morale in the workplace, which provide credence to hypothesis 2. Therefore, the survey findings support H2.

11.To what extent do you agree that AI in the recruitment process can save time of recruiters to filter thousands of applications quickly?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	25	42.4	42.4	42.4
	Neutral	6	10.2	10.2	52.5
	Strongly Agree	26	44.1	44.1	96.6
	Strongly Disagree	2	3.4	3.4	100.0
	Total	59	100.0	100.0	

Table 11: Response to Question 11

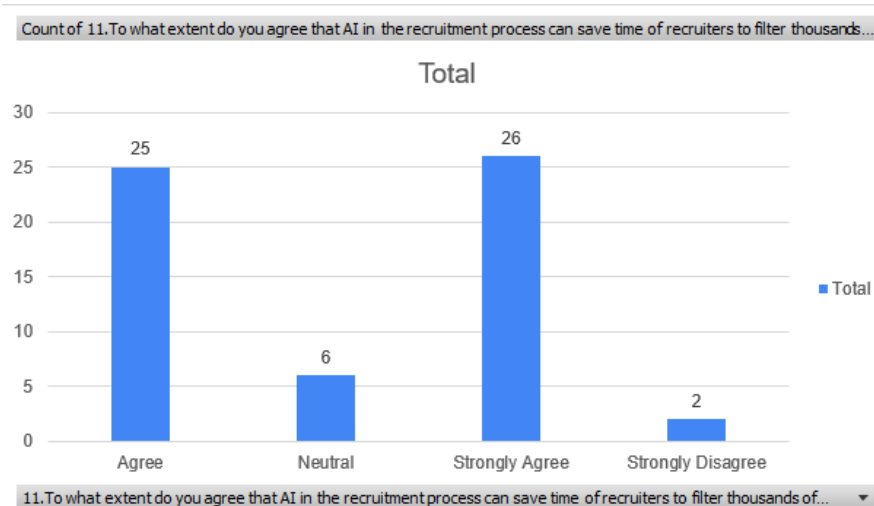


Figure 11: Source created by Researcher

Illustration: The majority of respondents (42.4%) or almost all of them (44.1%) believe that AI may help recruiters save time, while a small percentage (3.4%) disagree. The conviction in AI's ability to save time is evident here.

12.To what extent do you agree that AI in recruitment can eliminate discrimination in the selection process on the basis of gender?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	29	49.2	49.2	49.2
	Disagree	3	5.1	5.1	54.2
	Neutral	11	18.6	18.6	72.9
	Strongly Agree	14	23.7	23.7	96.6
	Strongly Disagree	2	3.4	3.4	100.0
	Total	59	100.0	100.0	

Table 12: Response to Question 12

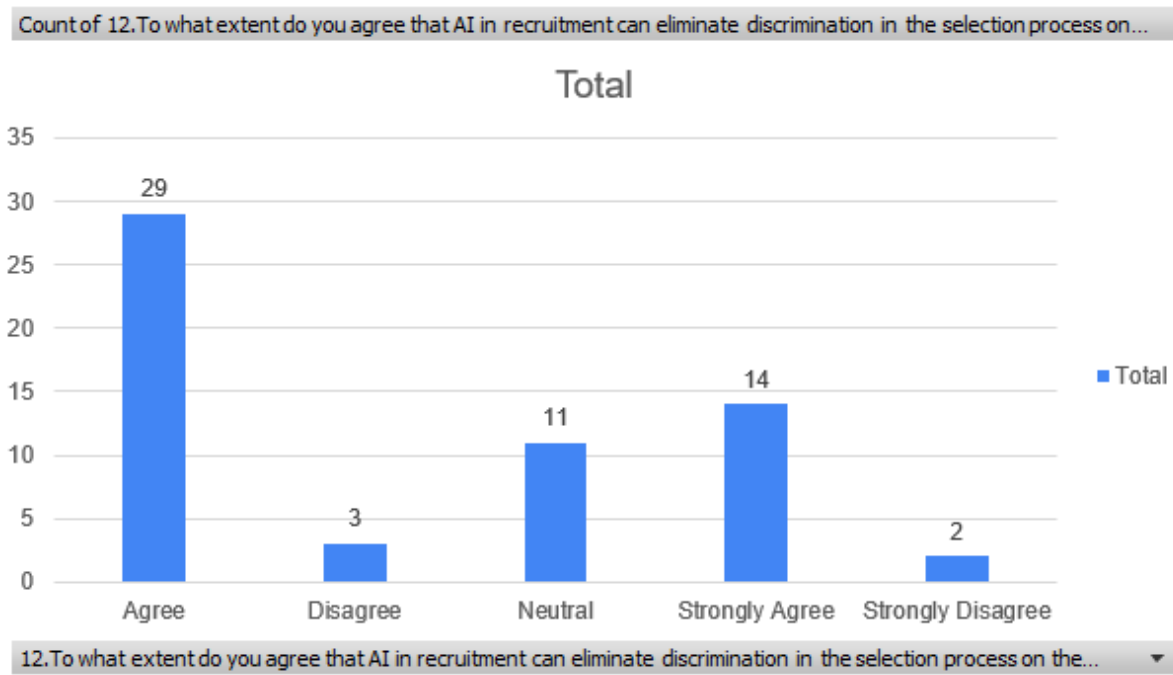


Figure 12: Source created by Researcher

Illustration: The majority of respondents (49.2%) believe that AI has the potential to eradicate gender bias in hiring, whereas a sizable minority (23.7%) hold this view. In terms of AI's effect on prejudice, nevertheless, 18.6% are ambivalent, and 5.1% strongly disagree.

13.To what extent do you agree that AI-based hiring instruments can become an important tool in the recruitment process in the coming years?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	34	57.6	57.6	57.6
	Disagree	2	3.4	3.4	61.0
	Neutral	12	20.3	20.3	81.4
	Strongly Agree	10	16.9	16.9	98.3
	Strongly Disagree	1	1.7	1.7	100.0
Total		59	100.0	100.0	

Table 13: Response to Question 13

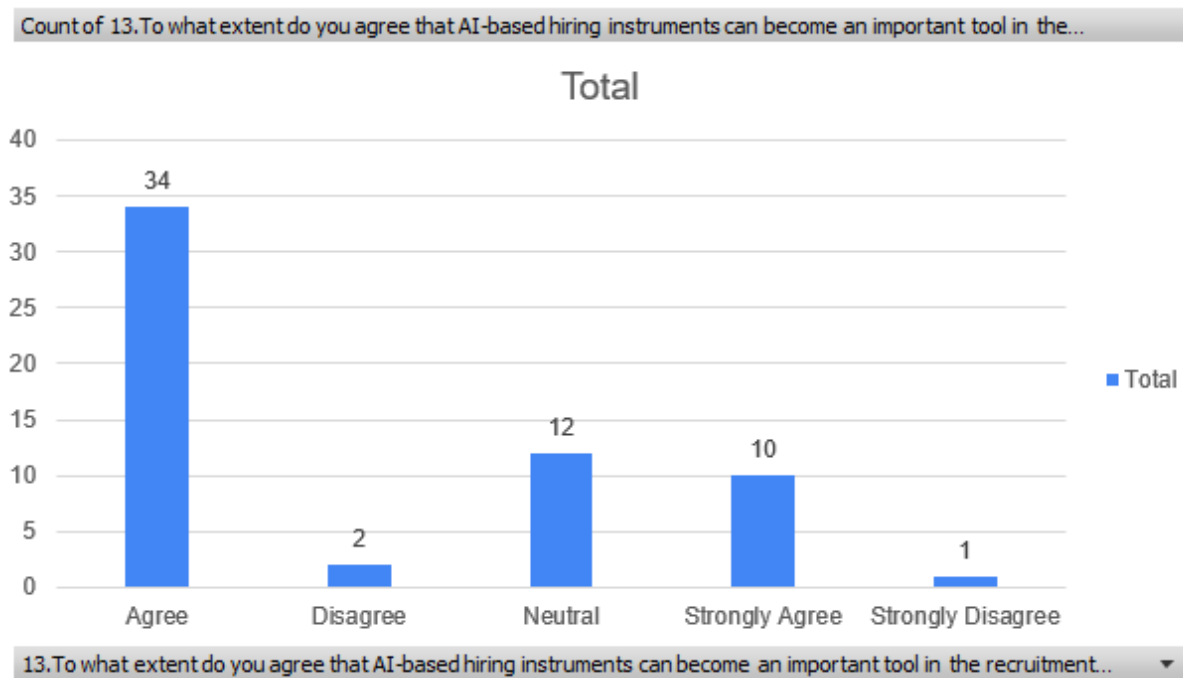


Figure 13: Source created by Researcher

Illustration: The majority of people (57.6% to be exact) think that AI-powered recruiting tools will be important in the years to come, with 16.9% giving their full agreement. There is a great deal of faith in AI's potential future role, since just a tiny percentage (3.4%) disagree.

14.To what extent do you agree that AI in recruitment can strengthen communication among recruiters and candidates?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	27	45.8	45.8	45.8
	Disagree	7	11.9	11.9	57.6
	Neutral	14	23.7	23.7	81.4
	Strongly agree	9	15.3	15.3	96.6
	Strongly Disagree	2	3.4	3.4	100.0
Total		59	100.0	100.0	

Table 14: Response to Question 14

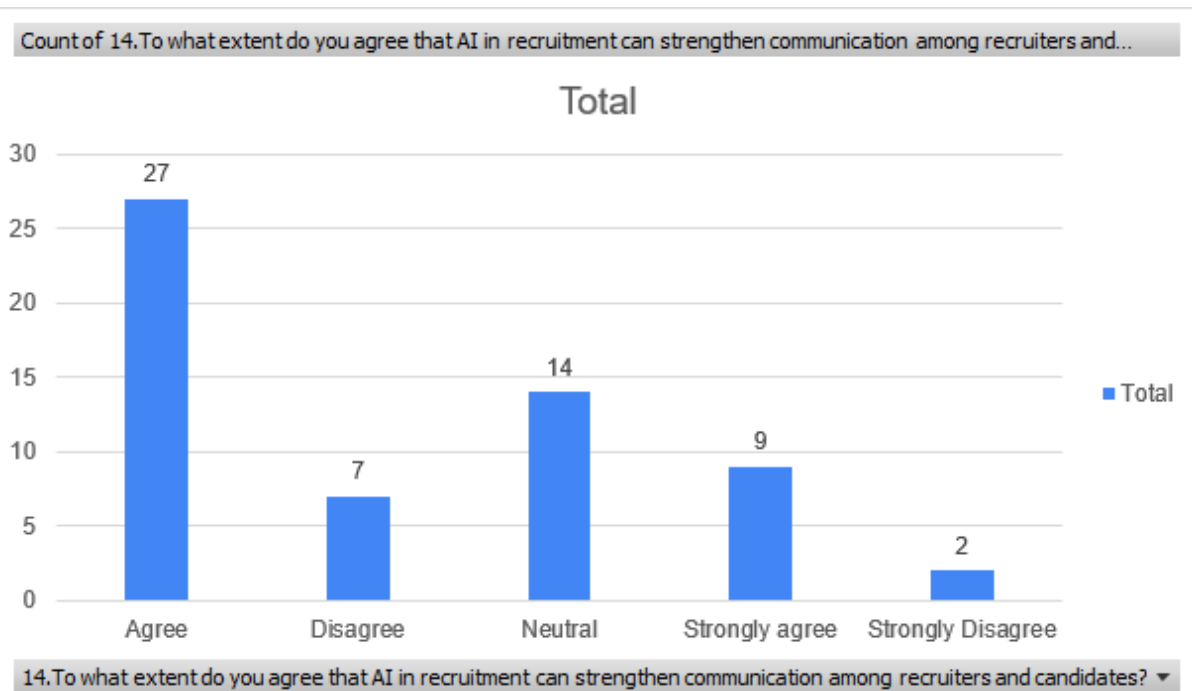


Figure 14: Source created by researcher

Illustration: Quite a few people think that AI can make recruiting communication better (45.8% agree) or really agree (15.3%). Nevertheless, there is a range of viewpoints about the communication advantages of AI; 23.7% are indifferent and 11.9% disagree.

15. To what extent do you agree that the use of AI in HRM motivates you to travel further to reach your individual objectives?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	27	45.8	45.8	45.8
	Disagree	7	11.9	11.9	57.6
	Neutral	11	18.6	18.6	76.3
	Strongly Agree	13	22.0	22.0	98.3
	Strongly Disagree	1	1.7	1.7	100.0
	Total	59	100.0	100.0	

Table 15 Response to Question 15

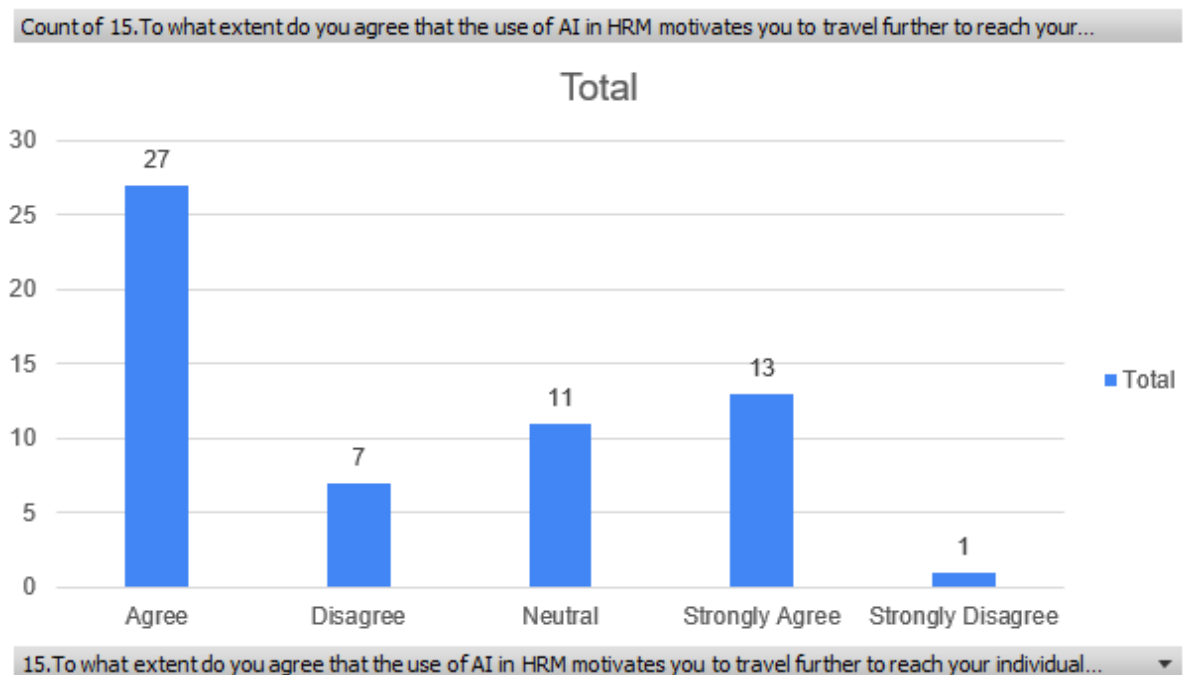


Figure 15: **Source created by Researcher**

Illustration: A large percentage think that AI inspires people to achieve their goals (45.8% agree) or at least somewhat agree (22%). But 18.6% are ambivalent, and 11.9% strongly disagree, revealing a range of motives impacted by AI.

16. How does AI improve employee motivation and enthusiasm?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	All of the above	30	50.8	50.8	50.8
	Automate daily tasks	12	20.3	20.3	71.2
	Create an innovative working environment	4	6.8	6.8	78.0
	Generate content	13	22.0	22.0	100.0
	Total	59	100.0	100.0	

Table 16: Response to Question 16

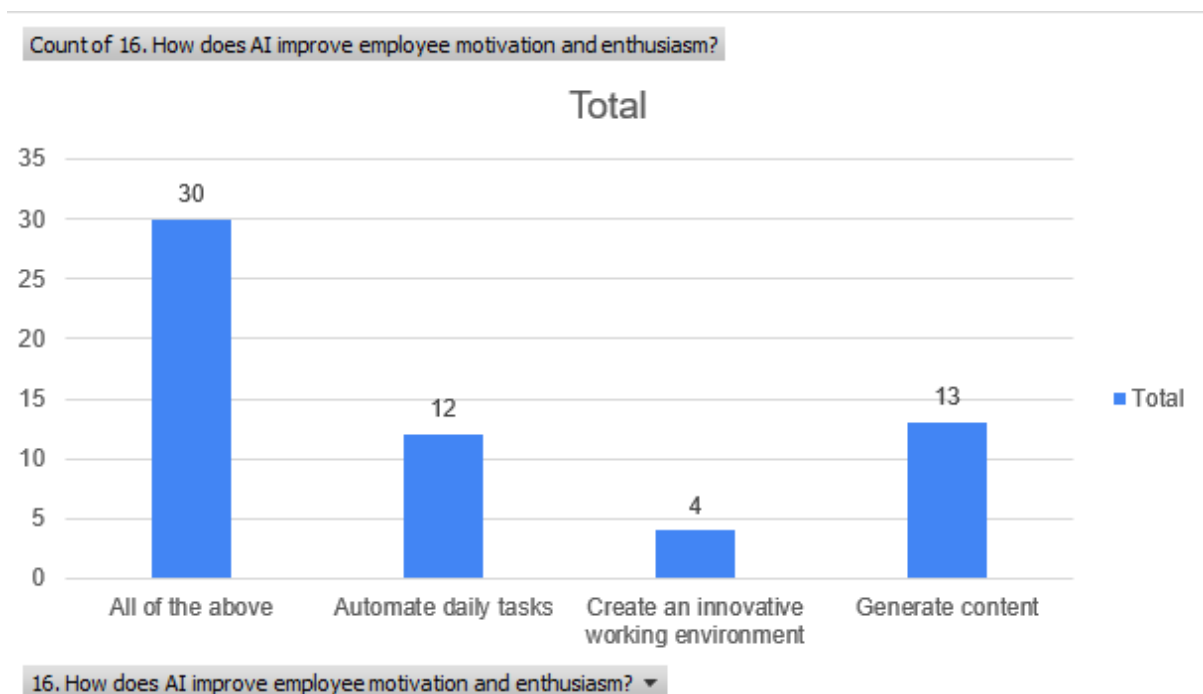


Figure 16: Source created by Researcher

Illustration: Among those who took the survey, 50.8% think AI boosts motivation by taking care of all the points made. Less people cited an inventive atmosphere (6.8%), but substantial causes include automating everyday duties (20.3%) and creating content (22%).

17.To what extent do you agree that AI improves your productivity?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	32	54.2	54.2	54.2
	Disagree	6	10.2	10.2	64.4
	Neutral	7	11.9	11.9	76.3
	Strongly Agree	13	22.0	22.0	98.3
	Strongly Disagree	1	1.7	1.7	100.0
	Total	59	100.0	100.0	

Table 17: Response to Question 17

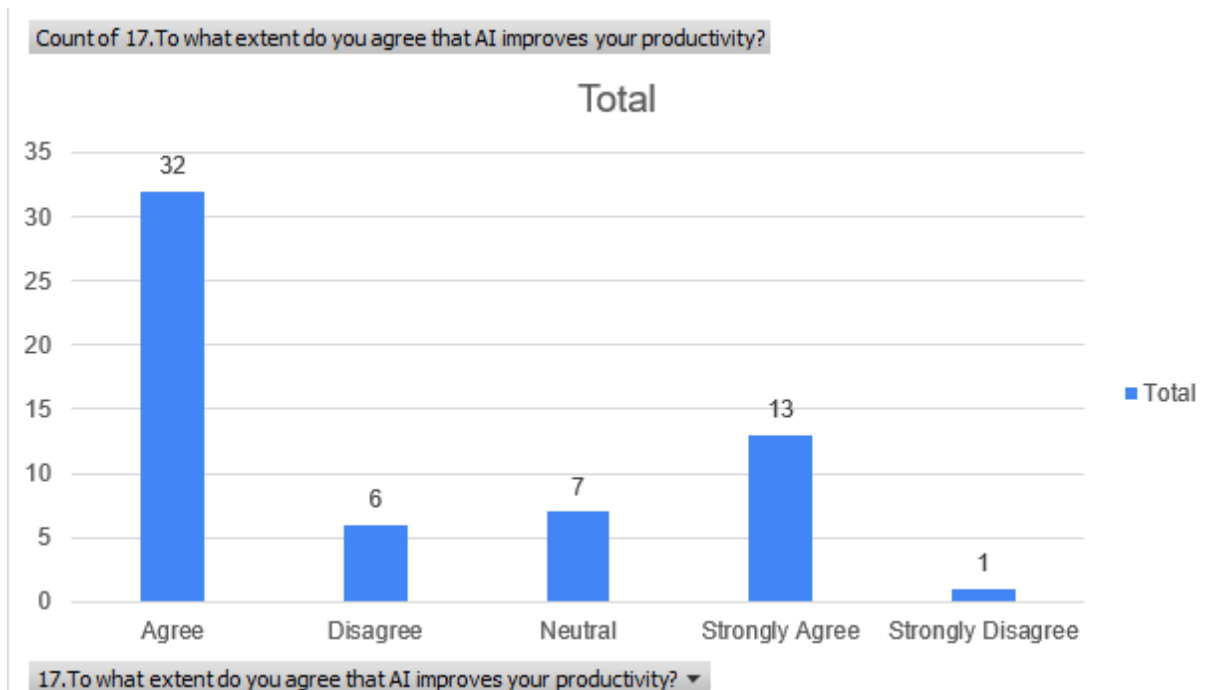


Figure 17: Source created by Researcher

Illustration: Artificial intelligence increases productivity, according to many (54.2%) or very many (22%). There is some support with some misgivings among the smaller portions, who are either indifferent (11.9%) or disagree (10.2%).

18. To what extent do you agree that AI improves your critical thinking?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	27	45.8	45.8	45.8
	Disagree	7	11.9	11.9	57.6
	Neutral	8	13.6	13.6	71.2
	Strongly Agree	16	27.1	27.1	98.3
	Strongly Disagree	1	1.7	1.7	100.0
	Total	59	100.0	100.0	

Table 18: Response to Question 18

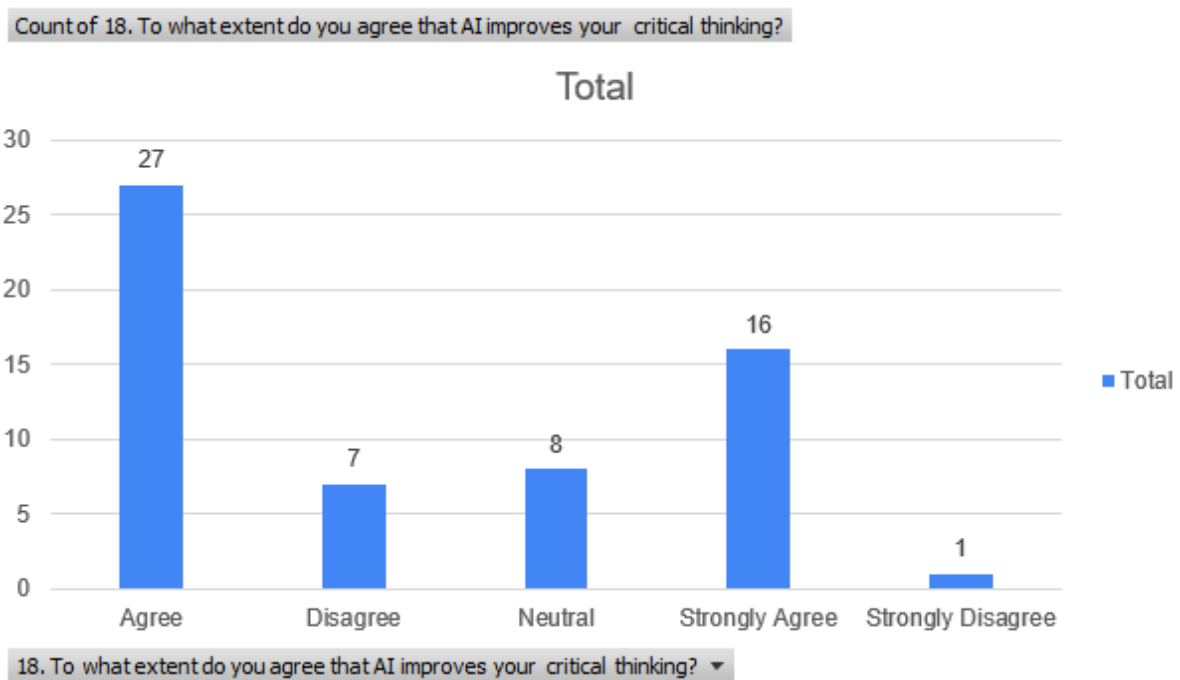


Figure 18: Source created by Researcher

Illustration: Most people think AI makes you think more critically (45.8% agree) or very much (27.1% agree), with somewhat less people being indifferent (13.6%) or disagreeing (11.9%), indicating that people generally think AI is good for people's minds.

19. To what extent do you agree that AI can motivates employees by focusing on individual growth?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	25	42.4	42.4	42.4
	Disagree	4	6.8	6.8	49.2
	Neutral	15	25.4	25.4	74.6
	Strongly agree	13	22.0	22.0	96.6
	Strongly Disagree	2	3.4	3.4	100.0
	Total	59	100.0	100.0	

Table 19: Response to Question 19

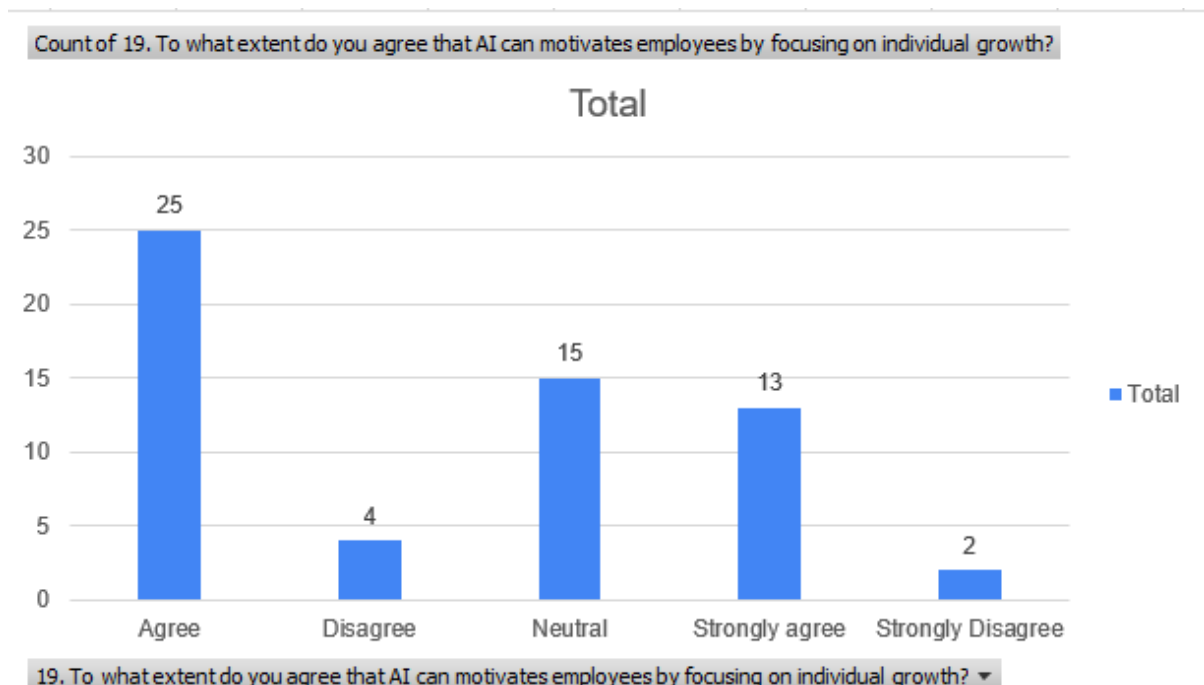


Figure 19: Source created by Researcher

Illustration: The majority of people think that AI encourages personal development (42.4%) or at least somewhat agree (22%). Nevertheless, there is a range of opinions on the impact of AI on motivation; 25.4% are indifferent, and 6.8% disagree.

20. To what extent do you agree that AI is used by managers as a tech-based communication platform for motivating and educating employees?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	34	57.6	57.6	57.6
	Disagree	1	1.7	1.7	59.3
	Neutral	12	20.3	20.3	79.7
	Strongly Agree	11	18.6	18.6	98.3
	Strongly Disagree	1	1.7	1.7	100.0
	Total	59	100.0	100.0	

Table 20: Response to Question 20

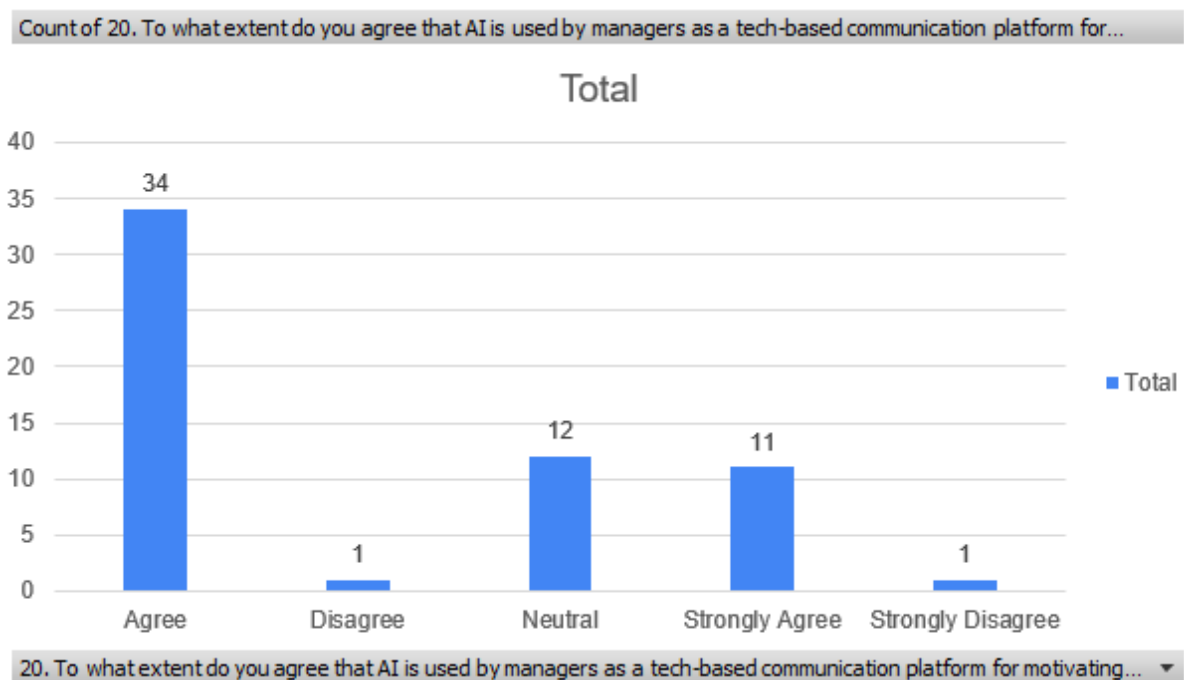


Figure 20: Source created by Researcher

Illustration: Artificial intelligence (AI) is a powerful instrument for communication, according to most people (57.6%) or those who strongly agree (18.6%). A sizeable minority has no opinion at all (20.3%), while a small minority strongly disagrees (1.7%), indicating widespread consent.

21. To what extent do you agree that AI greatly motivates you to embrace new cultures and ways of doing things?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	33	55.9	55.9	55.9
	Disagree	3	5.1	5.1	61.0
	Neutral	8	13.6	13.6	74.6
	Strongly Agree	14	23.7	23.7	98.3
	Strongly Disagree	1	1.7	1.7	100.0
	Total	59	100.0	100.0	

Table 21: Response to Question 21

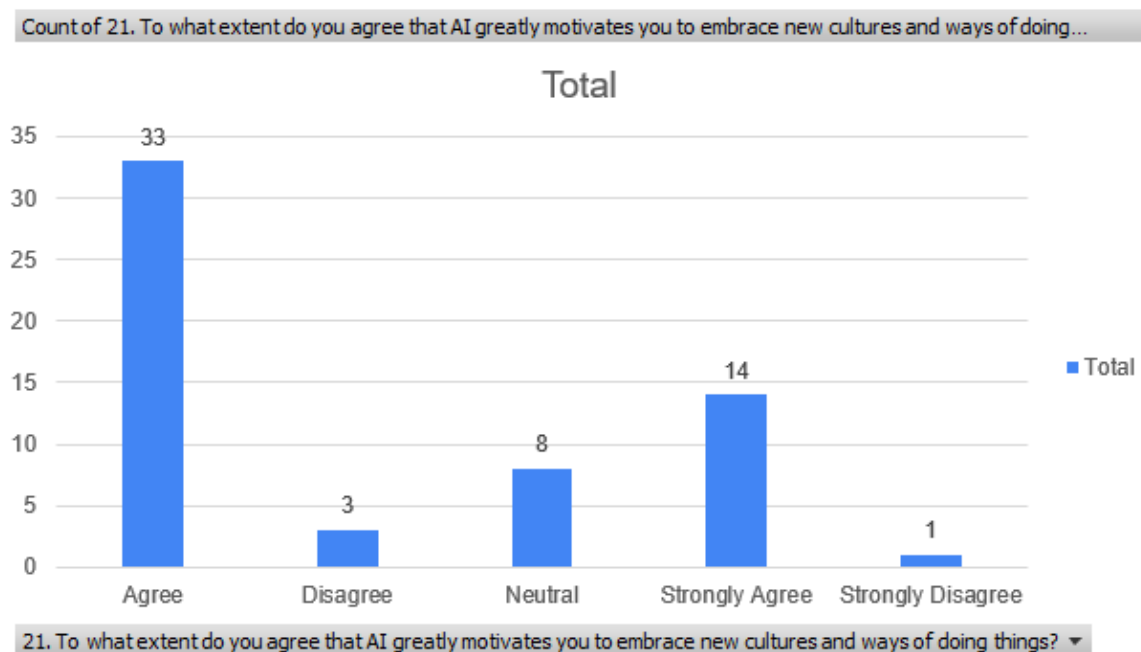


Figure 21: Source created by Researcher

Illustration: Artificial intelligence promotes cultural acceptance, according to many respondents (55.9% agree) or strongly agree (23.7%). Reception is mostly good, yet there is significant variation, as fewer people are indifferent (13.6%) or disagree (5.1%).

4.3 Descriptive analysis of H3: AI is Positively Correlated with HRM Performance

There is strong evidence from the data that AI improves HRM performance. For instance, in HRM, 45.8% of people think that AI makes performance assessment better, and 57.6% think that AI-based solutions would be crucial in the recruiting process. In addition, 45.8% of people think AI is useful for assessing workers' performance, and 42.4% think AI creates a better workplace overall. In addition, over half (49.2%) think AI will completely change the way performance reviews are conducted, and nearly 60% think it may enhance HRM results by providing objective data. Lastly, 45.8% think AI boosts competition and company performance. We conclude that AI has a good correlation with HRM performance, which lends credence to H3. The statistics therefore lend credence to H3.

22. To what extent do you agree that AI may be a great productivity booster which allows you to make the right decisions?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	30	50.8	50.8	50.8
	Disagree	4	6.8	6.8	57.6
	Neutral	12	20.3	20.3	78.0
	Strongly Agree	12	20.3	20.3	98.3
	Strongly Disagree	1	1.7	1.7	100.0
	Total	59	100.0	100.0	

Table 22: Response to Question 22

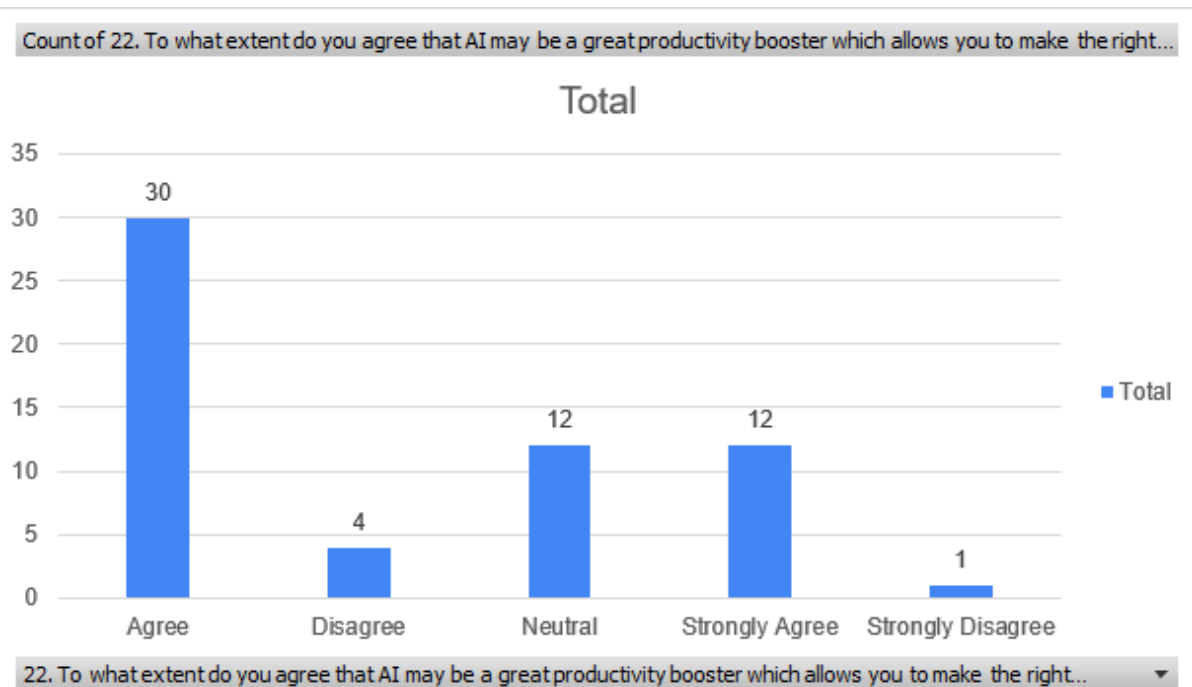


Figure 22: Source created by Researcher

Illustration: A sizeable percentage either agrees (50.8%) or strongly agrees (20.3%) that AI improves efficiency and judgment. While most people feel this way, a small percentage are ambivalent or disagree (6.8%).

23. To what extent do you agree that AI in HR delivers you better and more tailored working environment that improves your performance?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	25	42.4	42.4	42.4
	Disagree	3	5.1	5.1	47.5
	Neutral	10	16.9	16.9	64.4
	Strongly Agree	20	33.9	33.9	98.3
	Strongly Disagree	1	1.7	1.7	100.0
Total		59	100.0	100.0	

Table 23: Response to Question 23

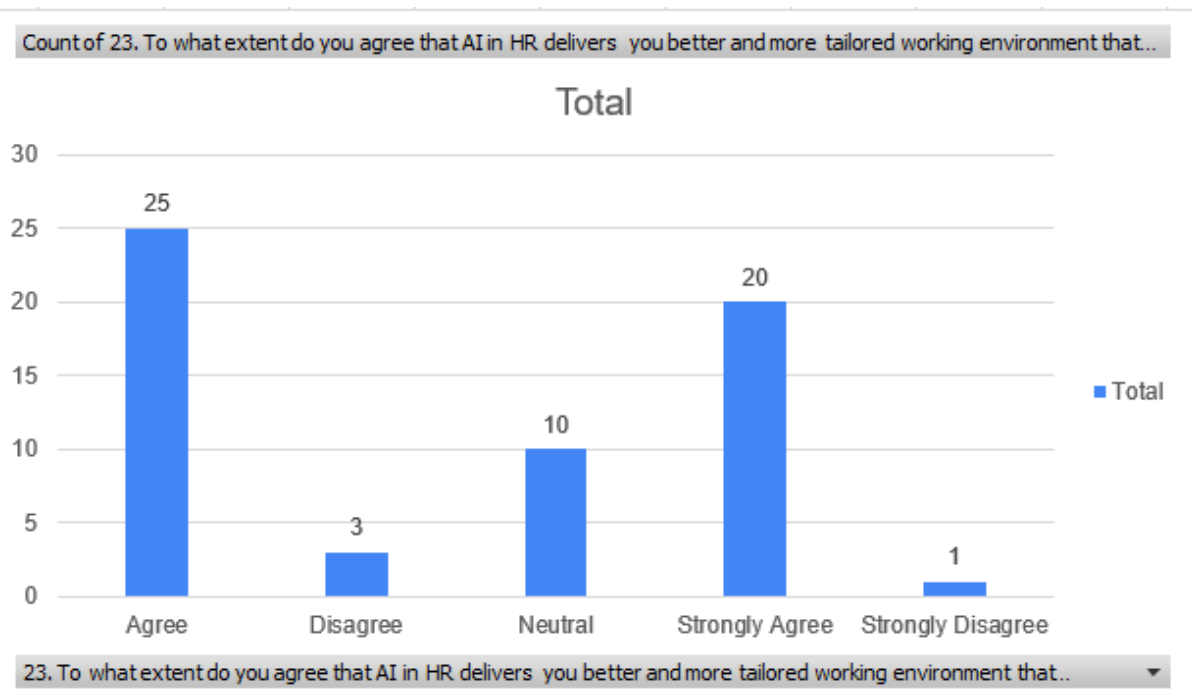


Figure 23: Source created by Researcher

Illustration: Artificial intelligence improves workplace conditions, according to many (42.4%) or strongly (33.9%). There is a significant favourable emotion shown by a large fraction that is indifferent (16.9%) and small dissent (5.1%).

24. To what extent do you agree that AI helps HRM to evaluate employee performance better?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	27	45.8	45.8	45.8
	Disagree	4	6.8	6.8	52.5
	Neutral	9	15.3	15.3	67.8
	Strongly Agree	18	30.5	30.5	98.3
	Strongly Disagree	1	1.7	1.7	100.0
Total		59	100.0	100.0	

Table 24: Response to Question 24

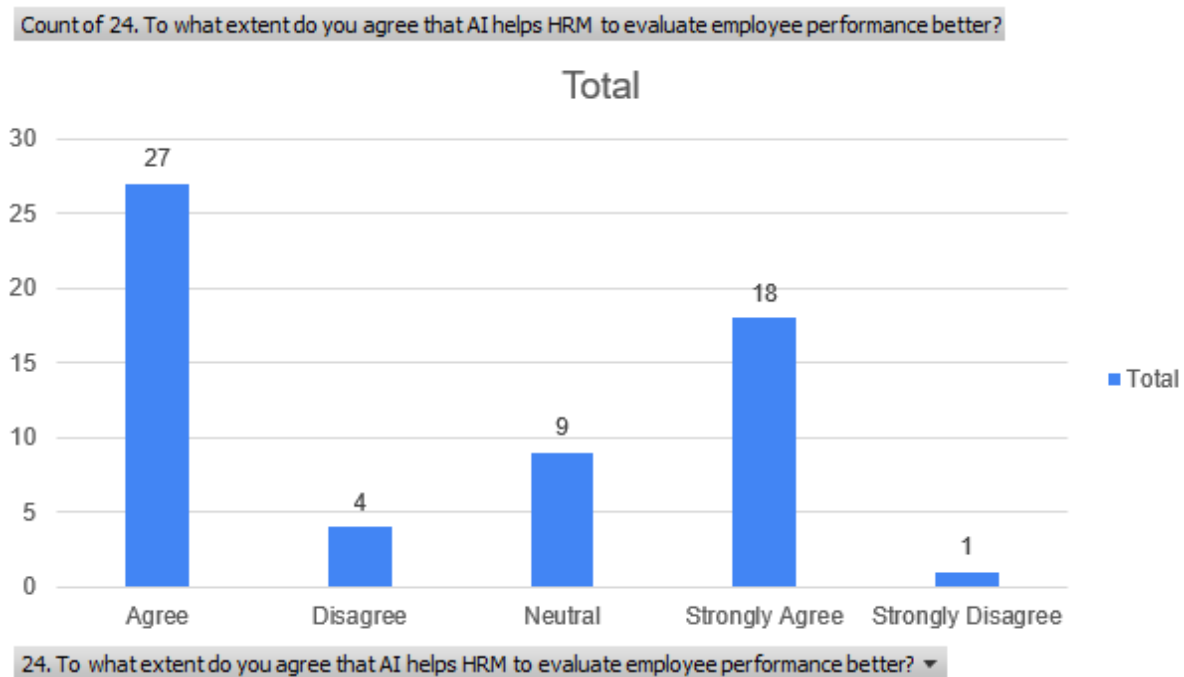


Figure 24: Source created by Researcher

Illustration: The majority of people think that AI makes performance reviews more accurate (45.8%) or at least somewhat so (30.5%). Some express strong support with some misgivings; for example, 15.3% are indifferent and 6.8% disapprove.

25. To what extent do you agree that AI will revolutionize performance evaluation at the workplace?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	29	49.2	49.2	49.2
	Disagree	3	5.1	5.1	54.2
	Neutral	13	22.0	22.0	76.3
	Strongly Agree	13	22.0	22.0	98.3
	Strongly Disagree	1	1.7	1.7	100.0
Total		59	100.0	100.0	

Table 25: Response to Question 25

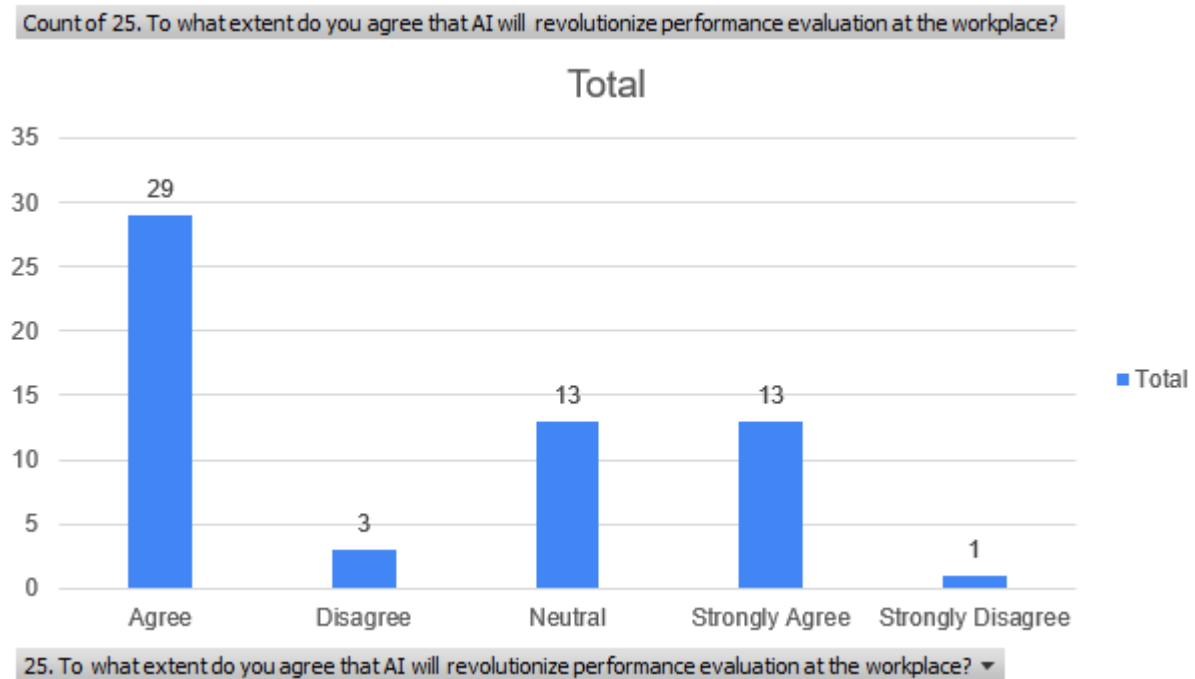


Figure 25: Source created by Researcher

Illustration: Virtually half of all respondents (49.2%) or nearly half (22%) believe that artificial intelligence would completely alter the performance review process. With a small percentage disagreeing (5.1%) and a large percentage being indifferent (22%), it's clear that many are optimistic yet cautious.

26. To what extent do you agree that AI in HRM offers several learning and development activities that improve your performance?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	33	55.9	55.9	55.9
	Disagree	2	3.4	3.4	59.3
	Neutral	7	11.9	11.9	71.2
	Strongly Agree	16	27.1	27.1	98.3
	Strongly Disagree	1	1.7	1.7	100.0
Total		59	100.0	100.0	

Table 26: Response to Question 26

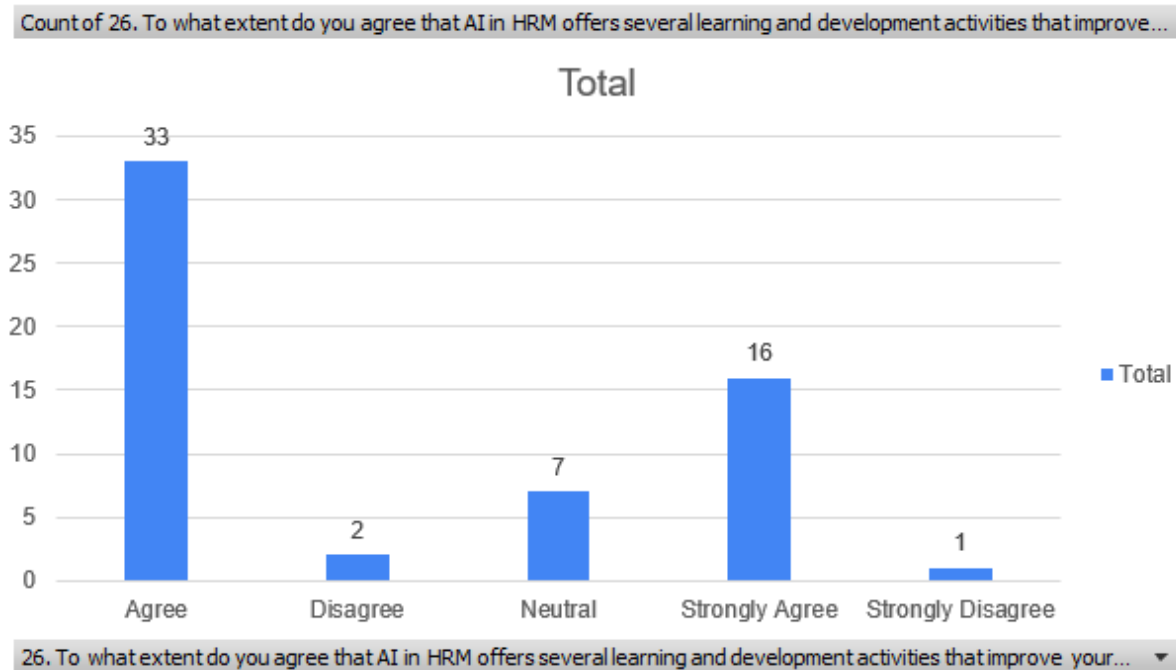


Figure 26: Source created by Researcher

Illustration: Artificial intelligence (AI) improves learning and development, according to most respondents (55.9%) or strongly (27.1%). While a lesser percentage are unsure (11.9%) or strongly disagree (3.4%), this still indicates widespread agreement with significant variation.

27. To what extent do you agree that AI can be important for fostering HRM performance by allowing you to spot real-time data, insights and trends?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	27	45.8	45.8	45.8
	Disagree	2	3.4	3.4	49.2
	Neutral	13	22.0	22.0	71.2
	Strongly Agree	16	27.1	27.1	98.3
	Strongly Disagree	1	1.7	1.7	100.0
Total		59	100.0	100.0	

Table 27: Response to Question 27

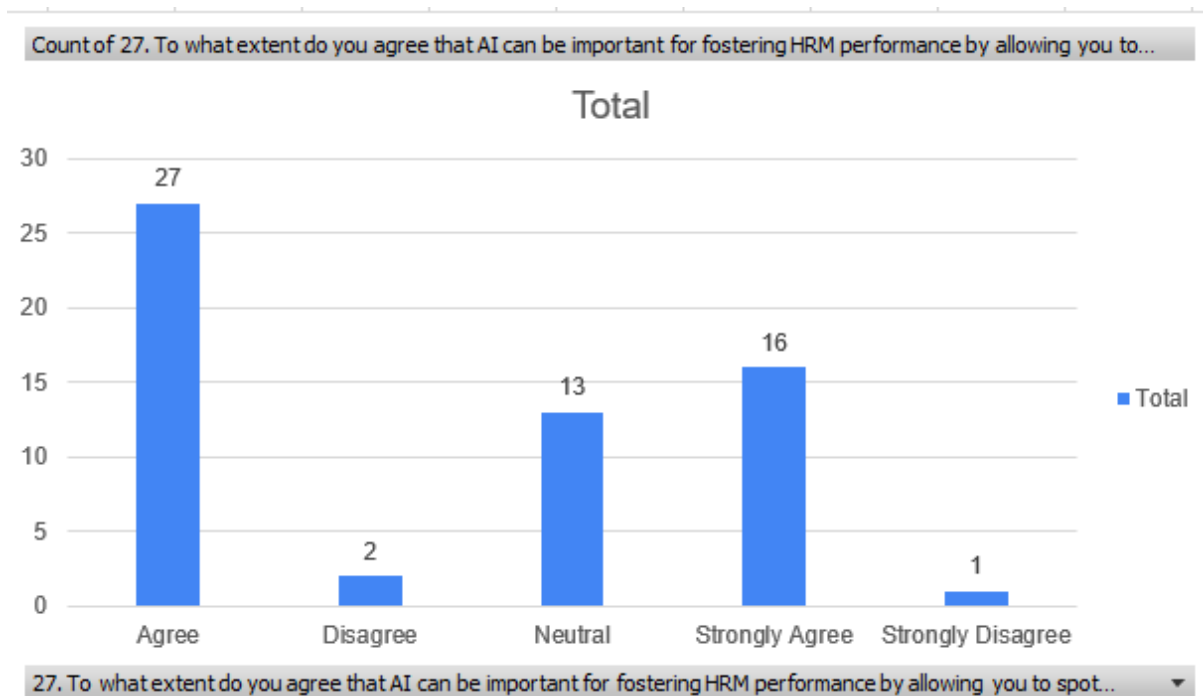


Figure 27: Source created by Researcher

Illustration: Nearly half (45.8%) or nearly a third (27.1%), of those surveyed, think that AI helps identify patterns and insights. There is a good but not universal opinion, as some are ambivalent (22%), disagreeing (3.4%).

28. Do you believe that AI developed unbiased and improves outcomes that improve HRM performance?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	8	13.6	13.6	13.6
	Not sure	16	27.1	27.1	40.7
	Yes	35	59.3	59.3	100.0
	Total	59	100.0	100.0	

Table 28: Response to Question 28

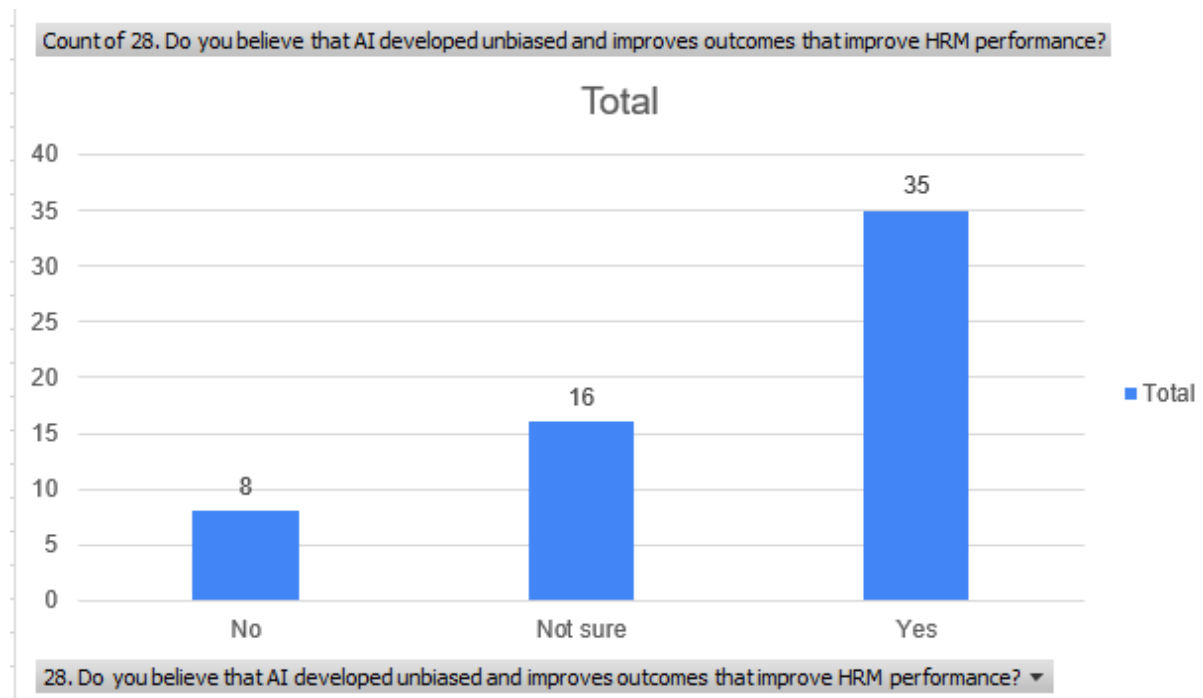


Figure 28: Source created by Researcher

Illustration: Nearly 60% of people think AI is fair and helps provide better results. Nevertheless, 27.1% are uncertain, and 13.6% are sceptical, but otherwise have a good outlook.

29. To what extent do you agree that AI can be helpful for leaders and recruiters to learn advanced technological tools?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	37	62.7	62.7	62.7
	Disagree	2	3.4	3.4	66.1
	Neutral	8	13.6	13.6	79.7
	Strongly Agree	11	18.6	18.6	98.3
	Strongly Disagree	1	1.7	1.7	100.0
Total		59	100.0	100.0	

Table 29: Response to Question 29

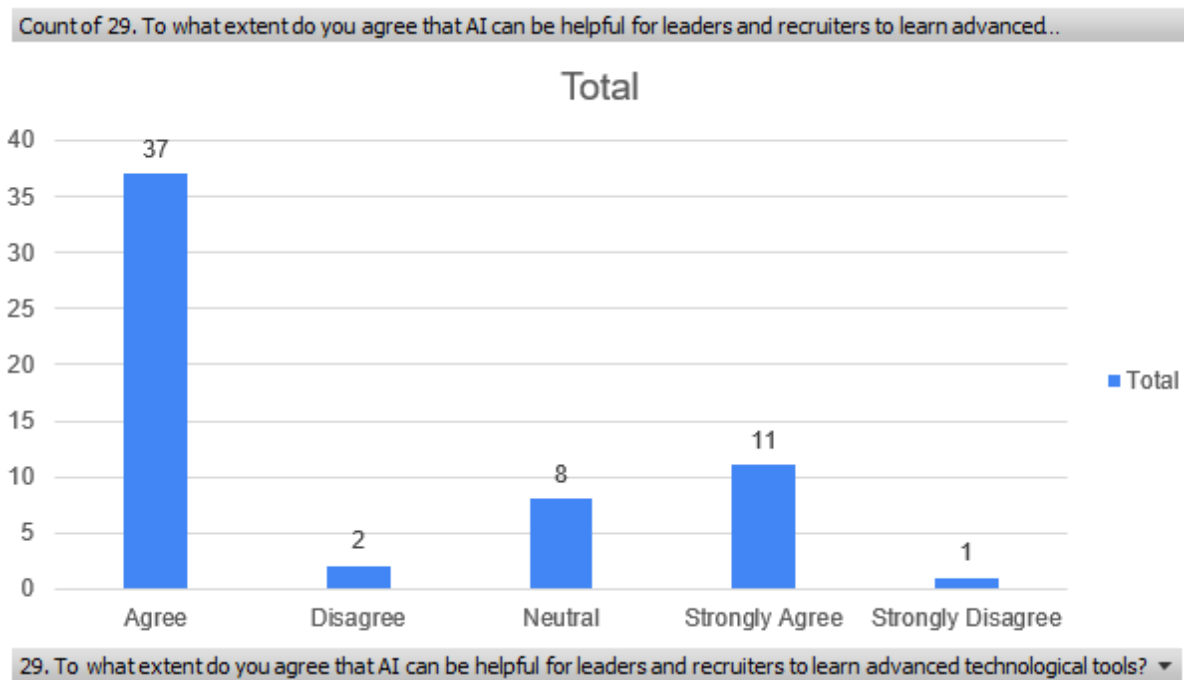


Figure 29: Source created by Researcher

Illustration: With an additional 18.6% strongly agreeing, the majority of respondents (62.7%) believe that AI can assist executives and recruiters in learning complex technology skills. Weakly 3.4% disagree, 1.7% strongly disagree, and 13.6% are unsure. Leaders and recruiters seem to have a firm faith in AI's ability to make technology learning easier.

30. Do you believe that AI in HRM improves overall business performance and competitiveness?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid		1	1.7	1.7	1.7
	Agree	27	45.8	45.8	47.5
	Disagree	5	8.5	8.5	55.9
	Neutral	6	10.2	10.2	66.1
	Strongly Agree	16	27.1	27.1	93.2
	Strongly Disagree	4	6.8	6.8	100.0
	Total	59	100.0	100.0	

Table 30: Response to Question 30

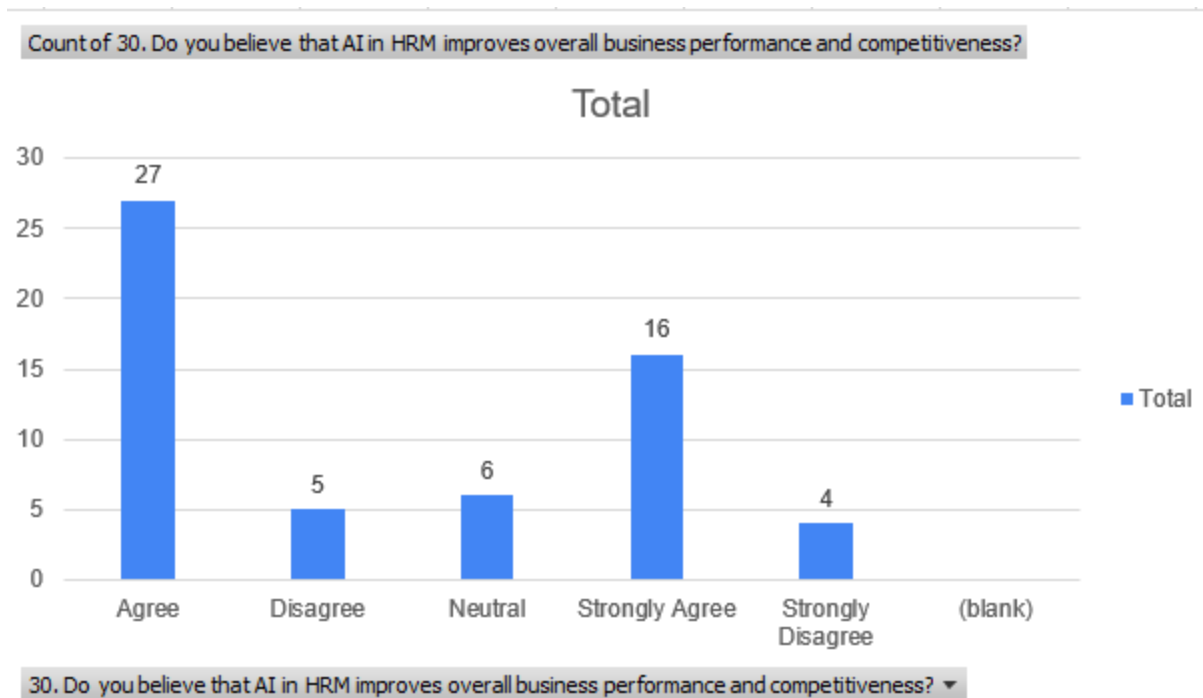


Figure 30: Source created by Researcher

Illustration: Nearly half of respondents (45.8%) and a quarter (27.1%), respectively, think that AI in HRM boosts company performance and competitiveness. Only 8.5% of people agree, 6.8% strongly disagree, and 10.2% are unsure. This points to a mixed bag when it comes to opinions on the beneficial effects of AI on corporate performance and competitiveness.

31. Do you believe that AI filters large amounts of databases useful for business growth and performance?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	1.7	1.7	1.7
Agree	34	57.6	57.6	59.3
Disagree	2	3.4	3.4	62.7
Neutral	7	11.9	11.9	74.6
Strongly agree	13	22.0	22.0	96.6
Strongly disagree	2	3.4	3.4	100.0
Total	59	100.0	100.0	

Table 31: Response to Question 31

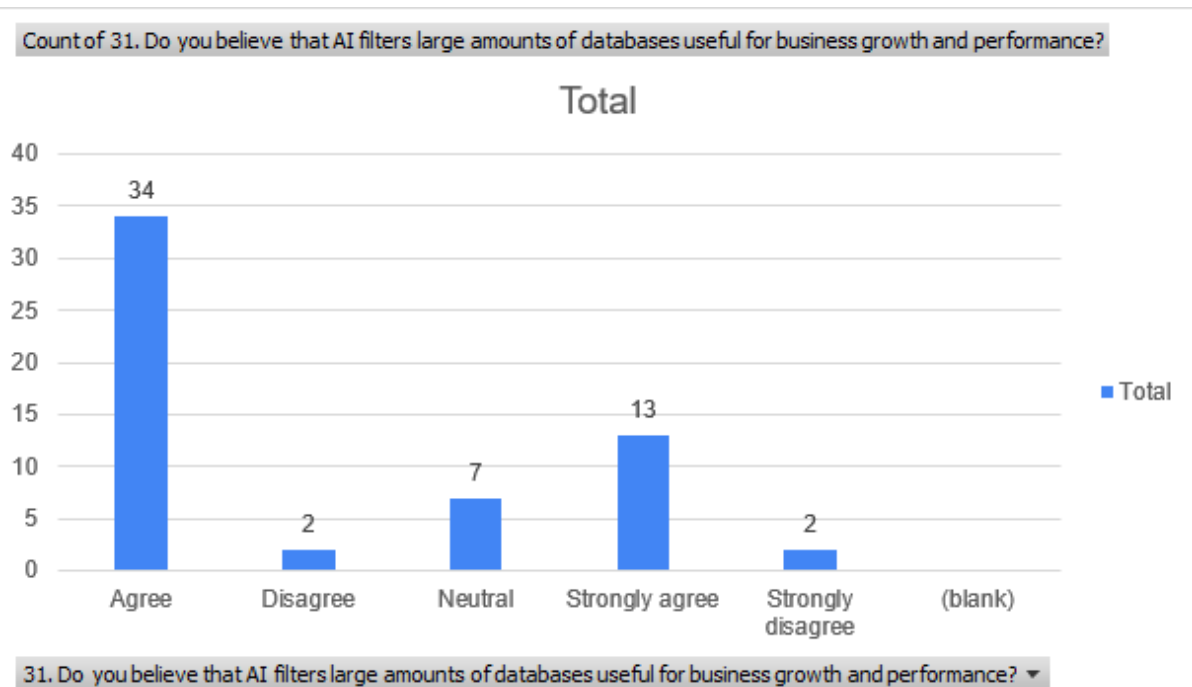


Figure 31: Source created by Researcher

Illustration: With 57.6% in agreement and 22.0% in strong agreement, most people think that AI helps businesses expand and perform better by successfully filtering massive volumes of data. On the other hand, 11.9% are ambivalent, and just 3.4% strongly disapprove or disagree with the statement. That AI can handle and make good use of massive datasets for commercial gain is a powerful indicator of that conviction.

Chapter- 5 Discussion

Hypothesis 1: AI in Recruitment is Positively Correlated with the Recruitment Process's Effectiveness and Efficiency

The data provide substantial evidence in favour of H1, suggesting that AI greatly improves the efficiency and efficacy of the hiring process. Nearly 60% of survey participants think that AI is useful for finding the right candidate. Additionally, 40.7% of survey participants think that AI makes the hiring process faster, and 40.7% believe that it makes it more effective and efficient. Nearly half of the respondents (49.2%) think that AI makes resume screening more efficient, and nearly half (45.8%) believe that AI makes applicant evaluation more efficient. Overall, these responses support the idea that using AI in recruiting improves the efficiency and efficacy of the recruitment process, suggesting a strong positive association between the two. Hence, we accept H1.

Hypothesis 2: AI in the Organization is Positively Correlated with Employee Motivation

The results show that AI has a beneficial effect on employee motivation in the workplace. Nearly half (48%) of survey participants think that AI in HRM makes them more motivated to achieve their goals, and nearly half (48%) believe that AI increases motivation by automating mundane jobs and fostering creativity in the workplace. Furthermore, almost half (45.8%) believe AI enhances analytical thinking, and nearly half (42.4%) believe AI stimulates personal growth, which in turn boosts morale. The view stated by 55.9% of respondents that AI fosters openness to other cultures and ways of doing things is another sign of improved employee engagement. These findings support H2 and demonstrate how integrating AI into corporate processes may improve employee morale. H2 is therefore approved.

Hypothesis 3: AI is Positively Correlated with HRM Performance

According to the results of the poll, there is a direct relationship between AI and improved HRM outcomes. For example, 45.8% of respondents think AI is already enhancing HRM performance assessment, and 57.6% believe AI-based recruiting tools will become critical in the recruitment process. Additionally, 45.8% of respondents think AI makes performance evaluations more effective, and 42.4% think AI creates a better, more personalised workplace

that boosts performance. Furthermore, 49.2% think that AI will completely transform the way performance reviews are conducted at work, and 59.3% think that AI produces fair results that enhance HRM efficiency. Finally, 45.8% of respondents think AI boosts company performance and competitiveness overall. The results support the notion that AI has a positive correlation with HRM performance, demonstrating that AI has a favourable impact on HRM performance. Therefore, H3 is accepted.

The introduction of AI is significantly altering how companies seek, assess, and ultimately employ potential new employees in the ever-changing field of acquiring skilled workers. The advent of AI-driven recruiting procedures is a game-changer, bringing with it the promise of improved productivity and efficacy in finding and hiring top talent (Biliavska et al., 2022). The recruiting sector has undergone a remarkable transformation, moving from labour-intensive manual procedures to cutting-edge tech-driven methods. Over time, the focus shifted from individual connections and newspaper advertisements to career sites and candidate monitoring systems. Now, AI is poised to embark on an entirely new phase of innovation, replacing humans in many labour-intensive tasks. This progression towards a more strategic and data-informed technique for recruiting employees indicates both technological advancement and a significant shift in philosophy. Companies are rethinking their hiring methods in light of the revolutionary changes brought about by AI, which enhance applicant engagement, streamline recruiting procedures, and ensure more precise job placements. The integration of AI into recruiting processes has dramatically evolved the way firms find, attract, and employ the best talent. This integration delivers various benefits, including higher efficiency, improved candidate quality, broadened decision-making, and reduced biases.

Systematic candidate registration systems have long been integral components of hiring and payroll processes, enabling businesses to sift through vast numbers of resumes to find the right candidate. Numerous enterprises are now seeking to automate more activities to boost effectiveness, save costs, and leverage the growing capabilities of artificial intelligence technology. Enhancing employee engagement is one of many administrative activities being

improved by AI technology across various industries and businesses. Artificial intelligence is elevating the standard of the employee journey and making employee experience oversight more efficient (Bohmer and Schinnenburg, 2023). One of the most notable ways AI is enhancing the employee experience and increasing company productivity is through the machine learning of repetitive and mundane tasks. This allows staff to focus on more complex work. An improved online employee experience is another way AI is contributing to a better work environment (Pillai et al., 2024). This includes automating solutions, streamlining the orientation process, analysing customer feedback, providing online technical assistance, and aiding in asset management. AI is enhancing the workplace for employees by streamlining internal operations and making online interactions more efficient.

One area that is changing HR is artificial intelligence (AI), which is a fast-expanding industry. AI helps human resources departments save both time and cash by streamlining repetitive processes like interview planning and application processing. This allows HR departments to focus on more strategic projects and work more efficiently globally. Improved staff participation and happiness are a direct outcome of AI-powered individualized learning and growth initiatives. Furthermore, AI helps eliminate implicit biases throughout the hiring process, simplifies the onboarding process, and offers loyalty prediction insights. Personnel managers must integrate AI into their processes to keep up with the growing technological and digital environment. Considering AI's potential to revolutionize HRM, companies can look forward to more efficient hiring processes and more tailored training and education (Einola and Khoreva, 2023).

Chapter- 6 Conclusion and Recommendation

6.1 Introduction

An explanation of how the main research question may be answered is included in the last chapter of the analysis. This chapter will include a summary of the whole research as well as an analysis of its findings. We are happy to receive suggestions for further research that may be conducted on the topic of the thesis or dissertation.

6.2 Conclusion

Concerning research objective 1, it can be summarized that in the beginning, people's networks, local newspapers, and online job boards played a significant role in the hiring process. On the other hand, AI has transformed the recruitment process far more focused and extensive. With the help of AI has become possible to sift using a multitude of online communities, find applicants with the right set of abilities and expertise, and then communicate with them via tailored messages. The repetitive work of screening planning and applicant follow-up has been taken over by artificially intelligent chatbots and automated systems (Budhwar et al., 2022). The applicant process is improved and hiring managers' operational workload is reduced thanks to such automated systems, which can contact applicants, offer company data, arrange examinations, and additionally offer analysis. With the rise of AI within the recruitment process, HR techniques driven by AI are becoming the norm rather than the exception when it comes to hiring new staff. Previously, there was a plethora of excellent recruiting tools available, and that number will only grow. Nevertheless, these AI-powered systems need to adapt and improve over time, as the hiring procedure might change as a result of evolving workplaces and ever-present technology advancements. They may streamline the recruitment procedure and save the business the effort of updating the HR system for the next time of evolution.

Concerning research objective 2, it can be summarised that When leadership is better and more efficient, work becomes more horizontal. AI allows workers to automate several processes. For instance, the responsibilities associated with managing and administering employees, as well as coordinating teams. From the managerial level, AI is going to simplify

the majority of mundane inspections conference planning and distribution of resources processes. Throughout the years to come, firms will be structured hierarchically, with workers overseen by AI systems. As a result of AI's ability to adapt to changing business demands, staff members are better able to deal with ongoing shifts. By exposing individuals to various accomplishment mechanisms including strategic decision-making and acquiring knowledge, cooperation, experimenting, along knowledge collaboration, AI enables firms to become extremely effective in inspiring and increasing worker satisfaction (Giraud et al., 2023). Therefore, companies that want to stay relevant need to implement technologies at employment. Artificial intelligence (AI) improves interpersonal interaction, gives data, decreases human mistake rates, and boosts productivity.

Concerning research objective 3, it can be summarised that AI systems enable information-driven choices by processing and analyzing massive volumes of human resources information. Strategic recruitment, recruiting employees, and managing performance are all aided by artificial intelligence algorithms that anticipate effects and developments. With the help of AI, HR departments may free up their time to concentrate on higher-level, more tactical decision-making. The ability of AI-powered chatbots as well as automated assistants to recall previous inquiries, derive important insights, identify patterns, and draw on new, bigger collections of data has made them indispensable in human resources teams. There has been an improvement in the efficacy, objectivity, and individualization of training and counselling thanks to their realistic structure. Human resources departments may free up staff for higher-level, more strategic work with the help of AI chatbots. Irrespective of particular prejudices or differences, AI-driven choice-making guarantees uniformity in implementing rules and procedures throughout a big staff. According to AI, businesses can effortlessly expand their activities to manage additional information or operations without having to allocate more resources. With the help of AI, huge amounts of data may be processed and analyzed quickly and reliably.

Concerning objective 4, it can be summarised that by drastically cutting down on the cost and energy required for different jobs, artificial intelligence (AI) is about to transform the recruiting side of the hiring process. The use of artificial intelligence allows for the automation

of several preliminary tasks in the hiring procedure. Recruits may benefit from AI's integration assistance in the form of customized instruction modules, materials, and assistance. Digital assistants and conversational agents driven by artificial intelligence may give real-time assistance, respond to often-asked inquiries, and offer possibilities for ongoing development (Park et al., 2022). Companies can boost involvement, continuation, and the whole recruitment process by using AI. A great way to improve workers' talents is via programs for learning and growth. With the help of AI, there is a fantastic chance to design customized courses for workers to learn and grow.

6.3 Recommendation

It can be recommended that using AI in HRM can be helpful in several ways such as:

The capacity for AI to constantly grow and change is crucial for its eventual use in recruiting. Artificial intelligence algorithms improve at analyzing data and making recommendations as they get more input and experience more information. Thanks to this cycle of continual development, more effective, successful, and equitable recruiting procedures are in the works.

Furthermore, AI promises to offer increasingly creative answers to recruiting problems as it develops, reshaping an era wherein the recruitment process becomes more data-driven, equitable, and purposeful.

To add more, putting money into AI recruiting tools is a calculated move that might pay off handsomely. Artificial intelligence (AI) has obvious uses, such as enhancing decision-making, applicant encounters, and workflow simplification (Pan and Froese, 2023). Any company serious about keeping up in the cutthroat employment market would be wise to start on an AI-enabled recruiting adventure.

Moreover, automating repetitive processes like conference time management, communication follow-up, and applicant screening simplifies the recruiting procedure. So, they can devote their time and energy to the most strategic parts of their job, like interacting with the best prospects (Malik et al., 2023).

Admittedly, With sifting through mountains of knowledge in search of tendencies and values that would otherwise go unnoticed, machine learning and AI greatly enhance the accuracy of

candidate connections. More precise screening of applicants to job criteria is the outcome of adopting AI in the recruitment process.

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Appendix- Questionnaire

Questionnaire: - A set of printed or written questions with a choice of answers, devised for a survey or statistical study.

The Google Form Link was given to the Participants and the survey was completed with (59 Participants) successfully: <https://forms.gle/DP8SHm8FZeQUTkcE6>

QUESTIONNAIRE:- IMPACT OF ARTIFICIAL INTELLIGENCE IN HUMAN RESOURCE MANAGEMENT

1. What is your age?

18 to 25

26 to 45

46 and above

2. What is your gender?

Male

Female

Others

3. Please rate your own competence in your current position.

Novice

Intermediate

Proficient

Expert

4. What is your income?

Less than £20,000

£20,001 to £30,000

£30,001 to £40,000

More than £40,000

5. To what extent do you agree that AI in the recruitment process can help identify the correct applicant?

Strongly agree

Agree
Neutral
Disagree
Strongly disagree

6.To what extent do you agree that AI in the recruitment process can help speed up the process?

Strongly Agree
Agree
Neutral
Disagree
Strongly Disagree

7.Do you think Ai can make recruitment process effective and efficient? *

Strongly Agree
Agree
Neutral
Disagree
Strongly Disagree

8. Do you think that AI will replace the traditional methods of recruitment and selection in the coming years?

Strongly Agree
Agree
Neutral
Disagree
Strongly Disagree

9.To what extent do you agree that AI is improving the efficiency of resume screening.

Strongly Agree
Agree
Neutral
Disagree
Strongly Disagree

10.To what extent do you agree that AI is improving the efficiency of candidate assessment?

Strongly Agree
Agree
Neutral
Disagree
Strongly Disagree

11.To what extent do you agree that AI in the recruitment process can save time of recruiters to filter thousands of applications quickly?

Strongly Agree
Agree
Neutral
Disagree
Strongly Disagree

12.To what extent do you agree that AI in recruitment can eliminate discrimination in the selection process on the basis of gender?

Strongly Agree
Agree
Neutral
Disagree
Strongly Disagree

13.To what extent do you agree that AI-based hiring instruments can become an important tool in the recruitment process in the coming years?

Strongly Agree
Agree
Neutral
Disagree
Strongly Disagree

14.To what extent do you agree that AI in recruitment can strengthen communication among recruiters and candidates?

Strongly agree
Agree
Neutral
Disagree
Strongly Disagree

15.To what extent do you agree that the use of AI in HRM motivates you to travel further to reach your individual objectives?

Strongly Agree
Agree
Neutral
Disagree
Strongly Disagree

16. How does AI improve employee motivation and enthusiasm?

Automate daily tasks
Generate content
Create an innovative working environment
All of the above

17.To what extent do you agree that AI improves your productivity?

Strongly Agree
Agree
Neutral
Disagree
Strongly Disagree

18. To what extent do you agree that AI improves your critical thinking?

Strongly Agree
Agree
Neutral
Disagree
Strongly Disagree

19. To what extent do you agree that AI can motivates employees by focusing on individual growth?

Strongly agree
Agree
Neutral
Disagree
Strongly Disagree

20. To what extent do you agree that AI is used by managers as a tech-based communication platform for motivating and educating employees?

Strongly Agree
Agree
Neutral
Disagree
Strongly Disagree

21. To what extent do you agree that AI greatly motivates you to embrace new cultures and ways of doing things?

Strongly Agree
Agree
Neutral
Disagree
Strongly Disagree

22. To what extent do you agree that AI may be a great productivity booster which allows you to make the right decisions?

Strongly Agree
Agree
Neutral

Disagree
Strongly Disagree

23. To what extent do you agree that AI in HR delivers you better and more tailored working environment that improves your performance?

Strongly Agree
Agree
Neutral
Disagree
Strongly Disagree

24. To what extent do you agree that AI helps HRM to evaluate employee performance better?

Strongly Agree
Agree
Neutral
Disagree
Strongly Disagree

25. To what extent do you agree that AI will revolutionize performance evaluation at the workplace?

Strongly Agree
Agree
Neutral
Disagree
Strongly Disagree

26. To what extent do you agree that AI in HRM offers several learning and development activities that improve your performance?

Strongly Agree
Agree
Neutral
Disagree
Strongly Disagree

27. To what extent do you agree that AI can be important for fostering HRM performance by allowing you to spot real-time data, insights and trends?

Strongly Agree
Agree
Neutral
Disagree
Strongly Disagree

28. Do you believe that AI developed unbiased and improves outcomes that improve HRM performance?

Yes

No

Not sure

29. To what extent do you agree that AI can be helpful for leaders and recruiters to learn advanced technological tools?

Strongly Agree

Agree

Neutral

Disagree

Strongly Disagree

30. Do you believe that AI in HRM improves overall business performance and competitiveness?

Strongly Agree

Agree

Neutral

Disagree

Strongly Disagree

31. Do you believe that AI filters large amounts of databases useful for business growth and performance?

Strongly agree

Agree

Neutral

Disagree

Strongly disagree