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Artificial Intelligence and the Future of Work: Empirical Insights from Human Resource Management in Libya

Zaied Shouran[1], Dhakir Abbas Ali[1*]
[1]Faculty of Business and Accountancy, Lincoln University College
Petaling Jaya City, Selangor, 47301, Malaysia
*Corresponding Email: drdhakir@lincoln.edu.my

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ABSTRACT

Human resources (HR) and artificial intelligence (AI) have been the subject of numerous studies. This study looks at how the development of artificial intelligence and improvements in the oil sector affect human resource management. AI may be used by human resources (HR) professionals in recruiting and employee evaluations. By polling 200 HR experts from various Libyan oil businesses, the study aims to ascertain if the inventiveness and usability of HR operations influence the interaction between artificial intelligence and human resource functions in the Libyan oil sector. The hypothesis that these two variables are positively correlated was tested using multiple regression analysis. The results showed a relationship between better HR functional performance and a rise in the use of AI in the workplace. There is evidence, meanwhile, that artificial intelligence (AI) affects human resources in innovation and convenience. AI's utility and innovativeness are closely tied.

Keywords: Artificial Intelligence; Convenience; Creativity; Human Resource; Innovativeness.

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INTRODUCTION

As a new technology, artificial intelligence (AI) is being used in several sectors to mimic human intellect in many settings, hence increasing production and efficiency. Human resource management, or HRM, consists of attracting, employing, orienting, training, and keeping skilled people. Every division within the firm must achieve a company's vision, purpose, goals, and objectives (Heric, M., 2018). Artificial intelligence (AI) is a relatively recent phenomenon that has gained interest in the human resources (HR) profession. It is seen to be crucial for recruiting, training, and retaining employees, which has had a tremendous influence on people management. Moreover, integrating AI and machine learning into HR operations can significantly improve workplace efficiency and employee engagement (Alam Khan, P., & Nazeer, D.I., 2019).

The designation "Fourth Industrial Revolution" (4IR) delineates the escalating implementation of sophisticated technologies such as artificial intelligence (AI), extensive data analysis, machine learning, mobile technologies, the Internet of Things (IoT), geo-tagging, virtual reality, vocal recognition, and biometric systems. Adaptive decision-making constitutes one of the numerous functions that computing systems are now capable of executing utilizing AI, attributable to a variety of technological advancements (Tambi et al., 2019). As per an examination regarding the integration of automation technologies within human resource management (Prashant Srivastava, 2018), it is imperative to comprehend how AI-enhanced HR processes influence employees, their productivity, and the overarching results of an organization, as this understanding is of paramount importance.

To promote the best possible employee performance, HRM mainly focuses on payroll, performance reviews, and compensation management. HR managers may greatly reduce their workload in areas such as recruiting, selection, training, and development by integrating AI, which is based on chatbot-agnostic solutions and algorithms. By decreasing paperwork, this integration not only improves operations and gets workers excited about their work, but it also speeds up administration (Chakraborty, S. et al., 2020).

Artificial Intelligence (AI) is used in HRM to automate activities such as scheduling, online employee information access, and leave request processing. The remarkable outcomes of AI in HRM are driving its increasing use, and it is anticipated that all firms will adopt it as a regular procedure. Through human-machine learning partnership, AI helps HR managers create useful HR data in the cloud, make better hiring decisions, and do less administrative labor. Additionally, It is essential to demonstrate how these AI applications focused on human resources optimize benefits and reduce drawbacks. Therefore, we argue that the social-technological environment, which includes flexible organizational structures, training programs that function, coping with change and anxiety, and improving worker competencies, can help achieve favorable outcomes. Furthermore, since individual employee characteristics like personality and emotional intelligence may have an impact on business outcomes, we argue that it is critical to include them (Almarashda, H. et al., 2021).

The report emphasizes the revolutionary value attained by deftly integrating technology, processes, and people, and claims that AI analytics offer deeper insights into HR data usage. The study acknowledges AI's critical role in improving employees' time management and strategic value addition while examining its effects on HRM both now and in the future (Sutanto, H., et al., 2022). This study is crucial to comprehending how artificial intelligence (AI) is impacting the business sector, as AI has developed over the

last 20 years, primarily as a result of the widespread use of machine learning (Megan Marie Butler, 2018).

AI can improve the ability to gather and evaluate data, enabling HR departments to make preliminary projections based on changing conditions. AI programs help workers prepare for certifications, get a thorough education, and develop new skills. Some programs can also provide incentives and rewards based on the individual characteristics of each worker. Nevertheless, little is known about the coherent and methodical framework guiding AI integration in HRM. Due to a lack of proven applications and reluctance to adopt new technology, many firms have not yet fully embraced AI, especially in the hiring process.

LITERATURE REVIEW

Scott W. O'Connor (2020) asserts that AI has already had a significant positive impact and is probably going to continue to do so. Building a solid foundation of HR knowledge and staying current with industry advancements will be beneficial for future HR practitioners. HR specialists need to be adequately equipped to handle any challenges. The present study, "To Study the Impact of Artificial Intelligence on Human Resource Management," highlights the significant increase in organizational efficiency that results from the integration of AI-based technology with HR procedures (Ravi et al., 2025).

Many businesses still haven't completely incorporated artificial intelligence (AI) into their HR practices, even though AI is used in many HR-related processes, such as recruiting, onboarding, training, and performance reviews. Only a few companies have completely included AI in the employment process because of its relative novelty (Jennifer et al., 2019). Businesses' overall resistance to new technology, despite their recognition of the benefits of less repetitive work and faster quality, is one of the largest obstacles, according to Jennifer et al.

According to Barbara van Pay (2018), companies are aggressively looking for AI solutions but are hesitant to give authority to computers. Artificial intelligence (AI) in the workplace sorts through resumes and application materials to find the best applicants for each position and employs technology to speed up the recruiting process. By lowering burden, optimizing processes, and analyzing data, artificial intelligence (AI) has the potential to greatly enhance human resource management (HRM), according to Alam Khan & Nazee (2019). AI engineering enables applications like career development, employee engagement, re-engagement, and applicant screening by connecting computers and robots to specific devices (Oh et al., 2025). By assigning HR specialists to specific duties, lowering the logistical burden, and enabling data-driven decision-making, AI maximizes performance. An organization can use AI to attract, reduce bias, and retain high-performing employees.

To close this gap, more study is required to examine organizational preparedness, practical difficulties, and the comprehensive effects of AI on HRM procedures. Considering the aforementioned, this study attempts to:
1) Examining the Role of Artificial Intelligence in Human Resource Management.
2) Examining Artificial Intelligence's Impact on HRM.

The study also seeks to prove the validity of the following hypotheses in the Libyan oil sector:
H1: AI technology positively impacts the efficiency of HRM.
H2: AI in recruitment positively impacts the efficiency of HRM.

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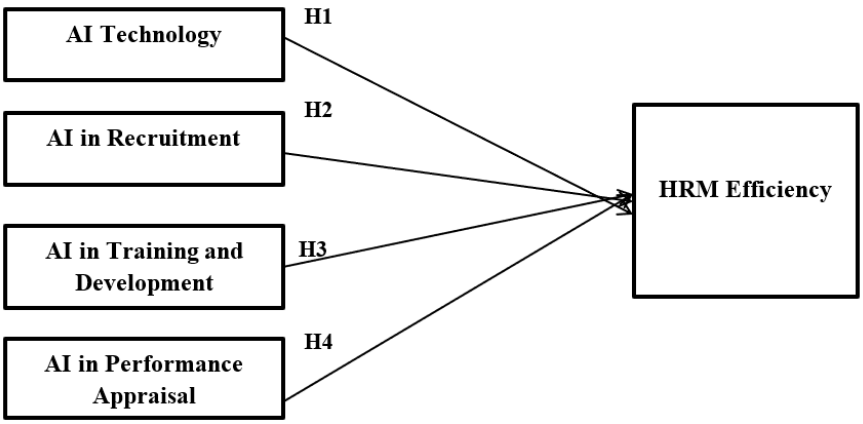
H3: AI in training and development positively impacts the efficiency of HRM.
H4: AI in performance appraisal positively impacts the efficiency of HRM.

Conceptual Framework

The study framework model is depicted in Figure 1.

Figure 1. Research Framework



RESEARCH METHOD

Methodology

Both a survey technique and a quantitative methodology were used to gather data for the study. After a comprehensive review of the literature, a questionnaire was created utilizing ideas from earlier research. A 5-point Likert scale was used to rate each survey question, with 1 denoting strong disagreement and 5 denoting strong agreement. The purpose of the questionnaire was to get feedback on the use of AI technology, effective HRM practices, and the incorporation of AI into HRM processes including recruiting, training, and performance reviews. Notable subjects included AI technology, effective HRM, and AI in HRM processes.

Sample and Data Collection

A thorough analysis of the body of existing study and theory serves as the foundation for the investigation. Choosing a suitable study method comes next after the area of study has been determined and research questions have been developed. Data collection is then carried out utilizing the selected approaches. Using the information gathered, the researcher has conducted data analysis based on preconceived assumptions. An online survey of 200 randomly chosen participants from Libya's oil sector was used to gather primary data. A truly well-written questionnaire served as the survey instrument. The dataset has been enhanced and vital context for the study has been supplied by secondary sources, which also include studies, previously published research, and the books and blogs of well-known writers. By combining primary and secondary data, this all-encompassing strategy guarantees a multimodal study of the research topic, increasing the scope and reliability of the results.

Data Analysis

Both descriptive and inferential statistics were used in the analysis and presentation of the study's findings. IBM SPSS version 24 was used to calculate descriptive statistics, including the sample mean, standard deviation, frequency, and percentage. To extrapolate from the sample to the population, we used inferential statistics such as correlation and multiple regressions. Out of 215 responses, 200 were selected for the

study's final analysis using a data filtering process. Incomplete survey responses were eliminated.

RESULTS

Demographic Information

Table 1. Gives The Analysis of Demographic Information of The Respondents:

Measures	Item	Frequency	Percentage (%)
Gender	Male	121	60.5
	Female	79	39.5
Social Status	Married	155	77.5
	Unmarried	45	22.5
Education	PG (Postgraduate)	81	40.5
	Secondary board/Equivalent degree	23	11.5
	UG (Undergraduate)	96	48
Age	Less than 30 yrs.	48	24
	From 30 to 40 yrs.	91	45.5
	More than 40 and less than 50 yrs.	42	21
	More than 50 yrs.	19	9.5

According to the data presented in Table 1, the demographic characteristics of the respondents indicate a well-distributed and diverse sample in terms of gender, marital status, education level, and age. The gender distribution reveals that 60.5% of the participants were male, while 39.5% were female, indicating a moderate predominance of male respondents. In terms of social status, a significant majority of the respondents, 77.5%, were married, while 22.5% were unmarried. This shows that most participants are likely to have more stable family or domestic environments, which may influence their perspectives in the study.

Educationally, the respondents displayed a broad range of academic backgrounds. The largest group, 48%, held undergraduate (UG) degrees, followed closely by 40.5% who had completed postgraduate (PG) studies. A smaller segment, comprising 11.5%, had only completed secondary board education or an equivalent qualification. This variation in educational attainment indicates that the sample includes both academically advanced individuals and those with more basic qualifications, allowing for a wider scope of insight.

The age distribution of the respondents also highlights a meaningful spread across different age brackets. The largest proportion of respondents, 45.5%, were between the ages of 30 and 40 years, representing individuals likely to be in the prime of their careers. Another 24% were under 30 years old, suggesting the inclusion of younger participants who may be early in their professional journey. Meanwhile, 21% were between 40 and 50 years old, and 9.5% were over 50, representing more experienced or senior individuals. This comprehensive distribution across age groups enriches the study by incorporating views from multiple stages of professional development.

In summary, the demographic data suggests a balanced representation of respondents with varying life experiences and professional backgrounds. This diversity not only enhances the reliability of the study’s results but also contributes to a more nuanced and inclusive understanding of the topic being explored.

Scale Reliability and Descriptive Statistics

Table 2. Cronbach's Alpha, Mean, Standard Deviation, and Correlation of the Variables

Item	AIT	RAI	TDAI	PAAI	EHRM
Reliability (Alpha value)	0.850	0.875	0.912	0.888	0.903
Mean	4.2413	4.4250	4.3719	4.5163	4.5650
Standard deviation	0.70	0.785	0.6911	0.6487	0.6233
AI Technology (AIT)	1				
Recruitment through AI (RAI)	0.429**	1			
Training & Development through AI (TDAI)	0.588**	0.455**	1		
Performance Appraisal through AI (PAAI)	0.578**	0.409**	0.580**	1	
Efficient Human Resource Management (EHRM)	0.593**	0.551**	0.631**	0.599**	1

Note: Correlation values marked with ** show a strong, statistically significant relationship at the 0.01 level (2-tailed).

Table 2 presents the reliability, descriptive statistics, and inter-correlations among the five key variables in the study: AI Technology (AIT), Recruitment through AI (RAI), Training and Development through AI (TDAI), Performance Appraisal through AI (PAAI), and Efficient Human Resource Management (EHRM). The Cronbach's Alpha values for all constructs exceed the minimum threshold of 0.70, indicating strong internal consistency and reliability for the measurement scales used. Specifically, the alpha values range from 0.850 for AIT to 0.912 for TDAI, demonstrating the reliability of the instruments used to measure these variables.

The mean values of the variables indicate respondents' average agreement with each construct on a Likert scale. EHRM recorded the highest mean score (4.5650), suggesting a strong perception among respondents regarding the efficiency of human resource management when supported by AI. This is followed by PAAI (4.5163), RAI (4.4250), TDAI (4.3719), and AIT (4.2413). The standard deviation values are all below 1, indicating low variability in the responses and suggesting that most respondents had similar views about each variable.

The correlation matrix at the bottom of the table shows significant positive relationships between all variables at the 0.01 significance level (2-tailed), as indicated by the double asterisks (**). These correlations support the idea that various applications of AI—such as in recruitment, training, and performance appraisal—are all positively associated with efficient human resource management. For instance, TDAI shows the strongest correlation with EHRM (r = 0.631), implying that using AI in training and development plays a crucial role in enhancing HRM efficiency. Similarly, other AI-related processes like recruitment (RAI), performance appraisal (PAAI), and over all AI technology implementation (AIT) also show moderately strong correlations with EHRM, further confirming the relevance of AI integration in HR practices.

In summary, the results suggest that AI technologies and their applications in HR functions significantly contribute to more efficient human resource management. These statistical findings validate the proposed relationships and justify the need for further analysis and exploration within the context of AI-driven HR practices.

AI's Effect on HRM Efficiency and How Human Resource Procedures Can Adapt to It

Multiple regression analysis was used to look at how four factors affected the dependent variable in the research. The use of AI and ML in HR: AI-powered hiring, training &

development, and performance review were the independent factors, while effective HRM was the dependent variable. We verified that the multi-collinearity assumption was satisfied before to doing the regression test. Table 3 provides a more detailed explanation of the findings.

Table 3. Multi-Collinearity Tests

Independent Variable	Tolerance	Variance Inflation Factor (VIF)	Durbin-Watson (DW)
AI technology (AIT)	0.573	1.746	
Recruitment through AI (RAI)	0.737	1.357	
Training & development through AI (TDAI)	0.559	1.788	
Performance appraisal through AI (PAAI)	0.561	1.781	
Durbin-Watson (DW)			**2.123**

According to Table 3, the presence of multicollinearity in the dataset was assessed by examining the tolerance and variance inflation factor (VIF) values for each independent variable. Multicollinearity is considered absent when the tolerance value is greater than 0.20 and the VIF value is less than 10. The results in Table 3 show that all tolerance values range from 0.559 to 0.737, indicating that they are well above the critical threshold. Similarly, all VIF values fall within the range of 1.357 to 1.788, which are significantly lower than the commonly accepted upper limit of 10. These values confirm that there is no indication of multicollinearity among the independent variables included in the model.

In addition, the Durbin-Watson (DW) statistic was reported at 2.123. Since the DW value falls within the acceptable range of 1.5 to 2.5, it indicates that there is no evidence of autocorrelation in the residuals. This further supports the robustness of the regression model. Therefore, based on the tolerance, VIF, and DW values, it can be concluded that the dataset meets the assumptions of no multicollinearity and no autocorrelation, ensuring the reliability of the regression analysis results.

Table 4. ANOVA Model of The Study

Model	Sum of Squares	df	Mean Square	F-test value	Significance
Regression	49.305	4	12.326	63.133	0.000
Residual	39.072	195	0.195		
Total	87.770	199			

According to Table 4, the F-test result of 63.133 in the ANOVA table indicates that the regression model is statistically significant in predicting the dependent variable, Efficient Human Resource Management (HRM), at a significance level of $p < 0.05$ ($p = 0.000$). The mean square for the regression (12.326) is substantially higher than the mean square of the residuals (0.195), suggesting that the variation explained by the regression model is considerably greater than the unexplained variation.

This implies that the regression model significantly accounts for the variance in the dependent variable and confirms its predictive power. The statistical significance of the ANOVA result confirms that there is a meaningful relationship between the independent variables included in the model and Efficient HRM. Therefore, the regression model can be considered a reliable tool for explaining and predicting changes in efficient human resource management practices.

Table 5. Coefficients of Multiple Regression Analysis

Model	Unstandardized Coefficients		Standardized Coefficients	T-test	p-value	Results
Constant	B	Std error	Beta	2.840	0.005	
	0.699	0.246				
AI technology (AIT)	0.196	0.059	0.206	3.295	0.01	H1 accepted
Recruitment through AI (RAI)	0.209	0.046	0.248	4.498	0.01	H2 accepted
Training & development through AI (TDAI)	0.263	0.060	0.277	4.388	0.01	H3 accepted
Performance appraisal through AI (PAAI)	0.211	0.061	0.218	3.456	0.01	H4 accepted

According to Table 5, the results of the multiple regression analysis, adapted from Heric's (2018) model—illustrate the effect of artificial intelligence (AI) technology and its integration into various human resource (HR) functions on the effectiveness of human resource management (HRM). The table presents both unstandardized and standardized coefficients, which help interpret the magnitude and direction of the relationships between the independent variables (AI applications) and the dependent variable (Efficient HRM).

The unstandardized coefficient (B) indicates the actual change in the dependent variable for every one-unit change in the predictor variable, assuming all other variables are held constant. A positive B value signifies that an increase in the independent variable corresponds to an increase in the dependent variable, while a negative B value would suggest the opposite (Johansson and Hieranen, 2019). However, to compare the relative strength of different predictors within the model, the standardized coefficients (β) are more appropriate. A higher β value denotes a stronger influence of the corresponding independent variable on the dependent variable.

The statistical significance of each predictor is assessed using the t-test, where a t-value greater than 1.96 and a p-value below 0.05 indicate that the relationship is significant. Based on these criteria, all hypotheses (H1 to H4) are supported.

Specifically, AI technology as a general enabler has a significant and positive impact on Efficient HRM ($\beta = 0.206$, $t = 3.295$, $p = 0.01$), thus confirming Hypothesis H1. The application of AI in recruitment processes (RAI) also shows a strong and statistically significant relationship with HRM effectiveness ($\beta = 0.248$, $t = 4.498$, $p = 0.01$), validating Hypothesis H2. Furthermore, AI-supported training and development activities (TDAI) exhibit the strongest influence among all predictors, with a standardized coefficient of $\beta = 0.277$ and a t-value of 4.388 ($p = 0.01$), thereby confirming Hypothesis H3 (Lorenzo Milani, 2017). Likewise, the integration of AI in performance appraisal (PAAI) significantly enhances HRM effectiveness ($\beta = 0.218$, $t = 3.456$, $p = 0.01$), supporting Hypothesis H4.

Overall, the significance level of $p < 0.05$ across all predictors confirms that AI technology and its various applications within HR processes contribute meaningfully and positively to the development of efficient HRM systems. Among the examined factors, recruitment and training through AI yield the greatest impact, followed by AI-powered performance appraisal and the general use of AI technology. These findings align with Maurya et al. (2023), who emphasize the transformative role of AI in enhancing HR functions and driving organizational effectiveness.

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Table 6. Model Summary

Model	R	R-square	Adjusted R Square	Std. Error of the Estimate
1	0.751	0.564	0.550	0.44186

Table 6 presents the model summary, offering insight into the overall performance and explanatory strength of the regression model used to predict the effectiveness of human resource management (HRM). The correlation coefficient (R) has a value of 0.751, which indicates a strong positive relationship between the independent variables and the dependent variable. This suggests that there is a considerable degree of association between the use of AI-based HR practices and the efficiency of HRM outcomes.

The coefficient of determination (R^2) is 0.564, meaning that approximately 56.4% of the variance in the dependent variable—Efficient HRM—can be explained by the set of independent variables included in the model. This value reflects the model's substantial explanatory power, implying that more than half of the observed variation in HRM effectiveness is attributable to the factors examined, namely AI technology and its applications across HR functions.

The adjusted R^2 value is 0.550, which accounts for the number of predictors in the model and provides a more accurate estimate of the model's explanatory capability in the population. The closeness between the R^2 and adjusted R^2 values suggests model stability and minimal inflation due to the number of predictors.

Additionally, the standard error of the estimate is 0.44186, representing the average distance that the observed values fall from the regression line. A lower standard error indicates greater accuracy in the model's predictions. As noted by Meghan Marie Butler (2018), a smaller standard error implies that the predicted values are closely aligned with the actual data, further supporting the model's validity.

In summary, the results presented in Table 6 demonstrate that the regression model performs well in capturing the relationship between AI-driven HR strategies and HRM efficiency. The high correlation coefficient, robust R^2 value, and low standard error collectively underscore the model's predictive accuracy and confirm the significance of the independent variables in explaining the observed outcomes in HRM performance.

DISCUSSION

It has been demonstrated that implementing AI in HR operations improves HR (efficient HR). While these artificial intelligence (AI) HR technologies can analyze, predict, and diagnose, they do not have human emotional and cognitive abilities. Still, they are an important tool for every company. AI's impact on job reduction is overwhelming the global workforce, but the survival of humankind is not solely due to technological advances and their lack of human-like emotional and cognitive abilities, AI-based HR practices can enhance organizational performance by assessing, forecasting, and diagnosing problems. As such, they are significant resources for enterprises. Operations, management, strategy, organization, data, and compliance are just a few of the areas in which AI in HRM can benefit firms (Pinto et al., 2021; Mishra et al., 2023).
This study demonstrates how AI may revolutionize HRM procedures and offers insightful information for organizational strategy and goals. It demonstrates the need to incorporate AI tools and procedures into HR activities to improve overall operational effectiveness and validates the positive and noteworthy influence of AI technology on effective HRM. Businesses can obtain a competitive advantage in hiring, training, performance reviews, and personnel management by recognizing and utilizing AI in HRM. By highlighting the

unique roles that AI plays in hiring, training and development, and performance reviews, According to Tambe et al. (2018) and Surve (2020), the study provides HR experts with precise guidance that allows firms to tailor their implementation strategies and ensure a more successful and focused integration of AI into HRM operations.

CONCLUSION

The paper emphasizes how important artificial intelligence will be in determining how human resource management develops in the future. Proven efficiency gains and insights into the HR activities where AI is most useful can serve as a roadmap for organizations looking to use technology to enhance HR operations. The study's conclusions offer valuable information that will assist businesses in adjusting to AI's transformative effects and keeping up with the evolving HR scene in the digital era. The majority of companies are now effectively using AI-based recruiting solutions, per this report. However, artificial intelligence will soon permeate every aspect of human resources. However, most companies have not yet completely incorporated AI into their HR practices; this may be due to the high expense of doing so, the extent of which will be the subject of intriguing future study. Because AI improves people's lives and ushers in a better future when used appropriately, its adoption should be seen as a source of positive thinking.

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DECLARATION OF CONFLICTING INTERESTS

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ABOUT THE AUTHOR(S)

1st Author
Zaied Shouran is a researcher in Computer and Electronics Science with a verified academic affiliation at Faculty of Business, Lincoln University College, Malaysia. His research interests focus on e-Government and the Internet of Things (IoT), with contributions that explore the integration of digital technologies into public service and smart system development.

2nd Author
Prof. Dr. Dhakir Abbas Ali is the Deputy Dean for Postgraduate Studies at the Faculty of Business, Lincoln University College, Malaysia. He holds a verified academic profile with research expertise in econometrics, currency depreciation, trade balance, and management. His scholarly work reflects a strong commitment to advancing empirical research in economics and business, particularly within emerging market contexts.