



Brixton Scholarly Review
Multidisciplinary Peer Reviewed, Journal
ISSN : 3021-9817

Artificial Intelligence for Human Resource Management: A Comprehensive Review

Priti Singh
Lecturer
Brixton College
preetisinghchand@gmail.com

How to cite this article?

Singh, P., (2025). Artificial Intelligence for Human Resource Management: A Comprehensive Review. *Brixton Scholarly Review*, 2, 76-95

Abstract

Artificial Intelligence (AI) is revolutionizing the landscape of human resource management (HRM), offering advanced tool and techniques to streamline processes, enhance decision-making and improve employee satisfaction. The concept of artificial intelligence is still disputed and experts are currently debating on its usefulness for humans. It is the most debated technology which has taken control over various functions. The purpose of this paper is to research the implications that technological advancements, in particular Artificial Intelligence (AI), have for the recruitment process. It aims to investigate where AI can be implemented in the traditional recruitment process and possibly make the process more effective, as well as what the implications would be of having AI within recruitment. This paper searches the role of AI in HR practices.

This study examines the integration of AI in HRM. This paper uses a qualitative study the paper is based on secondary data, including scholarly articles, industry reports and case studies. At the end the findings reveal that AI applications in recruitment, performance appraisal, employee engagement and training significantly enhance efficiency and objectivity. The

most suitable parts to implement AI in traditional recruitment include recruitment activities such as pre-selection and communication with candidates and sending out recruitment results for applicants. However, challenges such as data privacy, ethical considerations and the potential for workforce displacement remain critical concerns. By synthesizing existing research, this article highlights the dual impact of AI- its potential to drive innovation in HRM while necessitating robust frameworks to address associated risk. The study underscores the need for HR professionals to balance technological advancements with a human – centric approach, ensuring that AI complements rather than replaces traditional HR practices. This analysis serves as a foundation for future research and practical implementation in the evolving domain of HRM.

Keywords: Artificial Intelligence, Human Resource, Management, Significance, technology, AI practices

Introduction

Artificial intelligence is taken as the increasing capabilities of machines to perform specific roles and tasks currently performed by human within the workplace and society in general (Dwivedi et al., 2019). AI –the endeavor to mimic cognitive and human capabilities on computers (Schmidt et al., 2020). Artificial Intelligence is defined as a set of “Theories and techniques used to create machines capable of simulating intelligence. AI is a general term that involves the use of computer to model intelligent behavior with minimal human intervention” (Wamba-Taguimdje et al., 2020). The adoption of Artificial Intelligence in Human Resource Management is reshaping traditional practices by enhancing efficiency, decision making and employee engagement. Artificial Intelligence (AI) is revolutionizing numerous sectors, and Human Resource Management (HRM) is no exception. Traditionally, HRM has relied heavily on manual processes for tasks such as recruitment, employee engagement, performance evaluation, and workforce planning. However, AI has introduced advanced capabilities, enabling HR

departments to enhance efficiency, accuracy, and strategic decision-making. AI-driven tools can streamline the recruitment process by using algorithms to screen resumes, conduct preliminary interviews, and even predict candidate success based on historical data. AI has given human mind, science and technology in current situation, where AI helps many human minds for performing many of their functions smoothly and effectively but on the other hand it has some drawbacks. Access of internet and the willing of discovering next level of comfort are creating many more challenges too. Many organizations have made the skill of using AI platforms as a must skill in their employees. Which shows it's important in competitive economy. AI tools, such as machine learning algorithms and natural language processing are revolutionizing recruitment workforce analytics and employee performance management. Artificial intelligence is the study and development of computer systems capable of copying intelligent human behavior, such as learning, reasoning and problem-solving. It is an uncountable noun often used in computing contexts (Oxford Learner's Dictionary). The integration of AI in HRM practices addresses many contemporary challenges, including bias reduction, retention management and personalization of employee experiences. AI powered tools can identify hidden patterns in data to predict employee turnover, recommend tailored learning pathways and ensure fairness in hiring processes (Tambe et al; 2019). These advancements have the potential to reshape traditional HR paradigms, transforming HR departments into more data-driven and agile entities. Despite its benefits, the adaptation of AI in HRM is not without challenges. Ethical concerns, data privacy issues and resistance to technological changes remain significant barriers (Bhardwaj et al., 2020). As organizations continue to explore the potential of AI, the need for research into its applications, implications and limitations in HRM becomes increasingly critical. In employee engagement, AI can analyse sentiment from communications to gauge morale and suggest interventions. Performance evaluations have become more data-driven, with AI providing objective insights based on employee output and behaviour patterns. Not only commercial use of AI is trending but the AI is

useful for educational sectors where students along with teachers are benefited by it although it has been used improperly too. NVIDIA, APPLE, MICROSOFT, META, AMAZON etc. are some big companies working with AI. A report shows that 99% of Fortune 500 firms have incorporated AI into their operations and here was a 270% growth in business adaptation of AI from 2015 to 2019(source; IBM, Deloitte and Stanford University, MIT Sloan School of Management, EEOC, Gartner) Furthermore, AI in workforce planning helps forecast labour needs, optimize scheduling, and identify skill gaps, ensuring that organizations are better equipped to meet future challenges. As AI continues to evolve, its integration into HRM is expected to further transform the way organizations manage and nurture their human capital, fostering a more dynamic and responsive work environment. Going all this through this article aims to present the scientific literature that addresses in a connected way the application and impact of AI in the field of HRM.

As humans have limited abilities, keeping up with all the tasks that is necessary is not an easy job, and usually requires lots of dedicated time from every individual recruiter. The problem that have been identified is that there are human limitations, such as biases, preconceptions and time restraints, which can hinder how effective a recruitment process ends up being (McRobert, Hill, Smale, Hay, & Van Der Windt, 2018). This is a problem as it, in turn, can lead an organization to lose the better fit candidates for a job as well as monetary value (Baron, Musthafa & Agustina, 2018). It has been identified that the methods of investigating technology-based recruitment are lacking and comes behind the current practice. However, several years later the same problem is still here, since Marler and Fisher (2013) mention that the current literature is lacking the new technology-based recruitment methods that need to be fulfilled. In addition, the implications of new technologies for HRM are still somehow unclear for recruiters whether these new and efficient technologies entail challenges or opportunities to The purpose of this thesis is to explore the current state of AI and how it can be applied to the traditional recruitment process. It will research what impact AI

technology has on recruitment recruiters' work (Stone, Deadrick, Lukaszewski & Johnson, 2015; Bondarouk & Brewster, 2016).

Only secondary data is used for this study. So, the data can vary significantly. The study may include limited data or areas may not represent the boarder landscape. For this study only secondary data is used no any primary data is used. The secondary data can vary significantly. The integration of artificial intelligence in human resource management has transformed traditional practices, enabling enhanced recruitment, employee engagement and decision. AI has emerged as a transformative technology, influencing multiple aspects of human life, including business, healthcare, education, entertainment and governance. However, despite its growing adaptation, AI poses several challenges and unresolved issues. Human Resource field is also not untouched by AI. Key concern include ethical dilemmas surrounding bias and fairness, privacy violation, workforce displacement and regulatory gaps. AI is working both as a solution provider and a source of new challenges presents a need critically examine its development, implementation and societal impact. In human resource management the AI application have played an important role such as to derive recruitment process, to make a standard of reporting and analysing and to develop learning and development process. The article seeks to address the current role of AI in HRM practices by analysing the secondary data's. The objective of this study is to evaluate the impact of AI in human resource management and to study the IT solutions for HR based issues.

Literature Review

As of current scenario total number of companies with HR, the usage of AI technology is still relatively small. AI is mostly used in larger companies and in specific industries, which is sensible due to the cost and benefit factors. It does not change the fact that the usage is grow in grand someday even the smaller firms will be taking advantage of AI. This review paper we will also see various limitations for usage of AI in HRM the research shows it brings on many benefits to the company, saves them money and makes them more efficient. This paper will discuss more about the advantages and

disadvantages of the subject.

Human Resource Management

Human Resource Management (HRM) is a strategic approach to managing an organization's most valuable asset is its people. HRM involves the recruitment, development, motivation and management of employees to organizational goals and management of employees to ensure they contribute effectively to organizational goal and objectives. It is a critical function that aligns the needs of the workforce with the overall business strategy. By fostering a positive workplace culture, providing necessary training and ensuring legal compliance, HRM helps organizations maximize employee performance and satisfaction while minimizing risks. A definition by Schemerhorn (2001) is that HRM is how you are able to gain and develop a workforce which is talented, to help the company achieves its goals, as well as its mission, vision and different objectives at hand. Another definition is that HRM is an approach to employee management with the aim of retaining a workforce which is both capable and committed by different techniques, such as cultural, structural and personnel to bring the organization a competitive advantage (Storey, 2004).

The Traditional Way of Recruitment

It does not have any specific model for how it should be conducted but it is described by different researchers' theories (Acikgoz, 2019). Among different suggested models of the recruitment process, it is possible to see some common steps emerge. Usually, the first step taken is for the company to determine if a spot or vacancy within the organization needs to be filled, secondly is to conduct an analysis of the job opening, thirdly to write a description of the job and lastly to determine a description of the preferred employee (Carroll, Marchington, Earnshaw & Taylor, 1999; Mueller & Baum, 2011; Thebe & Van der Walddt, 2014). A five steps beginning and be visible through both the development of the strategy and the recruitment activities (Breaugh, 2008). With all these steps implemented is when according to Breaugh (2008) an organization has successfully recruited a new employee for a vacant position. The steps are-

Tabel -1

The traditional way of recruitment

STEP NUMBER	STEPS
1.	Recruitment Objective
2.	Strategy Development
3.	Recruitment Objectives
4.	Intervening Job Applicant Variables
5.	Recruitment Results

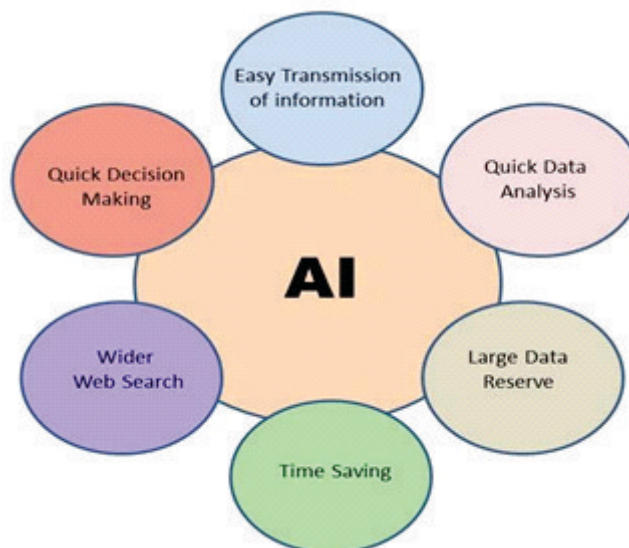
The recruitment process as proposed by Breugh (2008) consists of five different interconnected steps as shown above. The first step begins with the organization establishing recruitment objectives, which is the specification of how many positions should be filled and what characteristics, such as skills, work experience, education, the desired hire should inhabit. The second step is the development of strategy, where the organizations should choose what kind of employee they want to recruitment, through what source, what message they want to reach out with and if there would be any budget constraints. The sources being internal, external or walk-ins (Moser, 2005). Third step is the recruitment activities where the method of recruitment should be decided, which recruiters should do the recruitment or if they need to extend the time for the job offering. Up to the third step the recruitment process by Breugh is described according to the organizational view, the fourth step thereafter is where the variable of the job applicant comes into the model. This includes the interest of the applicant, such as how interesting they think the position is, what they expect from the job offer or what other opportunities they have. It also includes the self-insights and decision-making process of the applicant. The fifth and final step is the recruitment results, which is interconnected with all the previous steps of the recruitment process. This is the final results of the whole recruitment, which should be

connected with the recruitment objectives the organization had from the beginning and be visible through both the development of the strategy and the recruitment activities. With all these steps implementation an organization successfully recruits a new employee for a vacant position.

Concept of AI

AI is a field related to computer science. It focuses on creating systems capable of performing tasks that typically require human intelligence. This task includes reasoning, learning, problem solving, understanding language, decision making etc. AI stands for Artificial Intelligence. Where Artificial, defined something “made or produced by human beings rather than occurring naturally, especially as a copy of something natural” (Oxford Dictionary, 2019). Artificial is what humans have made to simulate something that usually occurs naturally. The tricky part then lies within defining intelligence. “The study of agents that receive percepts from the environment and perform actions (Russell and Norvig, 2016). There are many areas where AI could be used. Here the study is related to how AI is related to HRM for making its process easier. There are various benefits the AI has as mention below.

Figure -2
Benefits of AI



(Hossin et al., 2021)

The above picture shows the various benefits of AI which enables quick decision making, time saving, data analysis and effective transmission of information. () had done a systematic literature review on AI and development of business model for sustainable development and progress. The study found that AI would contribute to innovations which would provide products which can enable sustainable development of economies.

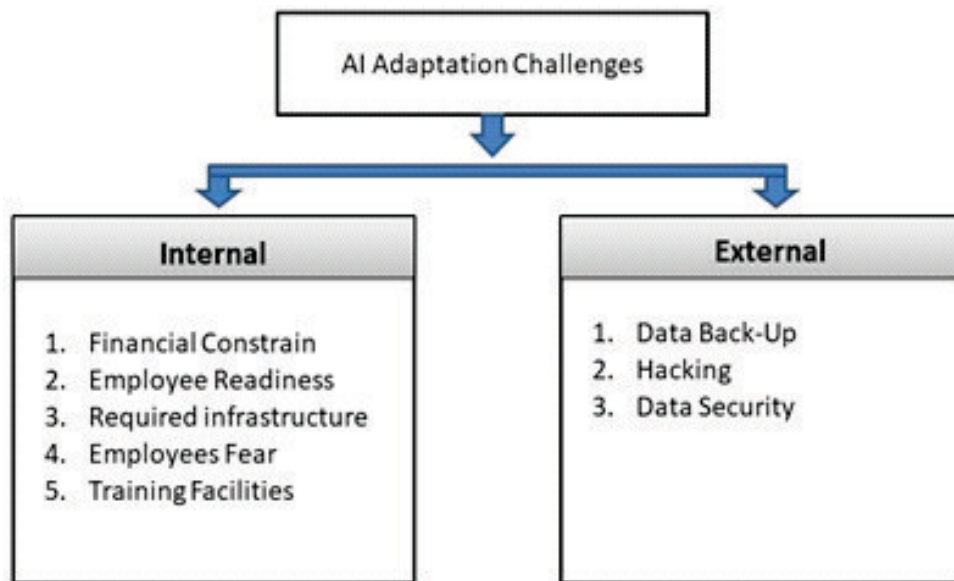
AI offers several benefits, particularly in the context of enhancing communication, improving accessibility and optimizing data flow. AI can automate the extraction, analysis and summarization of information from large datasets making it easier to share relevant content efficiently. Natural language processing models like GPT can summarize articles, convert speech into text by saving time and efforts. AI can help personalize the flow of information by analysing user performance and behaviour. Recommendation algorithms on platforms like YOU TUBE and Netflix optimize content delivery based on used interactions (Huang et al., 2019). Much of the data collected remain unstructured. AI powers tools like natural language processing and computer vision enables the extraction of meaningful insights.

AI Adaptation Challenges

A study on AI development of business model for sustainable development and progress found that AI would contribute to innovations which would provide products which can enable sustainable development of economy (Di Vaio, Palladino, Hassan & Escobar, 2020). Although modern HR practices and systems have been implemented in Bangladeshi Organizations. We could find that AI studies and its applications are less prevalent in this country (Mahmudul Uslam Choudhary,2020). These studies illustrate that AI can replace human engagement and involvement totally. AI can add in effectively managing both internal and external constraints which are prevalent in the organization which could be related to manage and control finance, training, data backup, employee commitment and dedication and other issues. This provide a wide decision and other issues to data management and control. This provides a wide range of possibilities and applications of AI which has to explored and investigated with empirical dimensions. This would provide

more support and give more confidence for companies to implement AI for HRM applications. The AI adaption challenges are mentioned below.

Table-3
AI Adaption Challenges



AI adaptation challenges (Hossinetal; 2021)

There are some internal and external challenges to adapt AI in organizations. They are divided into two categories internal challenges and external challenges. Internal challenges are the financial constrain of the organization, employee readiness, required infrastructure, employees fear and training facilities provided to employees by the organization. The external challenges are data back-up, hacking and data security (Hossinetal; 2021).

Methodology

The study aims to explore the role and impact of AI in HRM by analysing secondary data sources. The focus is on understanding how AI technologies such as automation are being useful in HR functions. The types of secondary data used for the study are different academic journals, online database, articles, books etc. The academic databases like google scholer,

Shodhganga and Shod gangotri etc. are used for relevant papers on AI for HRM. This methodology outlines a systematic approach to studying the role of AI in HR using secondary data. By drawing on credible sources and applying rigorous data analysis techniques. This study will provide valuable insights into how AI is transforming HR practices. The use of secondary data allows for a comprehensive, wide researching analysis.

Results and Discussion

A study done to identifying AI as the new talent in Human Resource Management practices identifies the new practices of HRM using AI and how some companies still prefer to use the traditional modes of HR practices. The study has used primary data and opinion from 61 HR professionals have been collected for the study. Most of them are aware of AI and had opined that AI is the new talent in HRM practices (Jawalkae;2020). One another research done on AI applications on human resource management has opined that AI had brought in lot of transparency in HR systems and practices. AI assists in identifying the behaviour patterns of employees and provides them with specific compensations as indicated. Perceptual and attitudinal bias which is prevalent in the systems could be eliminated (Kulkarni;2020). One more study done to find out the impact of AI practices in HRM. A conceptual model has been provided in this study which evaluates the various applications of AI on HRM. AI assists in candidate selection, training and performance management of employees (Thamodaran; 2020).

The common areas in which AI is used would include; customer analysis, supply chain analysis, fraud and risk management along with sale forecasting. The usage of AI in HR process is clearly provided in the chart below.

Figure-4
TCS Global Trend; 2017



The above chart states the use of AI in HR among companies not only HR area but also manufacturing, Finance, sales etc. along with IT areas are benefited by AI. 17.70% AI has been used for HRM processes according to the report. It is found that various IT solutions have been provided from 2000 till 2018 for HRM practices. A study firmly concludes that HR analytics would transform business performance and efficiencies of organizations (Berhil, Benlahmar & Labani; 2020).

The various AI based algorithms which are widely used are decision tree, random forest, support vector machine, logistic regression, multi-layer preparation and Gaussian Native Baye which can be implemented across organizations. This states that the various AI based applications which can be used in organizations all over the world. A study done on future transformations in HR industries due to AI and its applications to know the changes and impact of AI on prevailing HR practices and management with both primary and secondary. The study concludes that AI is an effective tool which ensures more productivity and performance of employees (Panda; 2023). The various AI based HR solutions for various HR activities are given

below:

Job sourcing. AI based solutions for HR activities related to job sourcing can significantly improve efficiency, reduce human bias and enhance the candidate experience. It uses the tools like IBM Watson, Pymetrics and candidate ID. These tools use machine learning algorithms to match candidates' profiles to job descriptions based on skills, qualifications and experience. They analyse resumes, job postings and even social media profiles to predict the best fit candidates for open positions. This saves time by automating candidate shortlisting and improves the quality of hires. AI driven chat bots can engage with job candidates, answer common queries, schedule interviews and collect initial screening data. They are available 24/7, improving the candidate experience and reducing the load on HR teams. The tools like Textio and Adzuna help to enhance job ad quality, more targeted recruitment campaigns and improved diversity by optimizing the language used in the job descriptions to reduce bias, appeal to diverse talent and increase application rates.

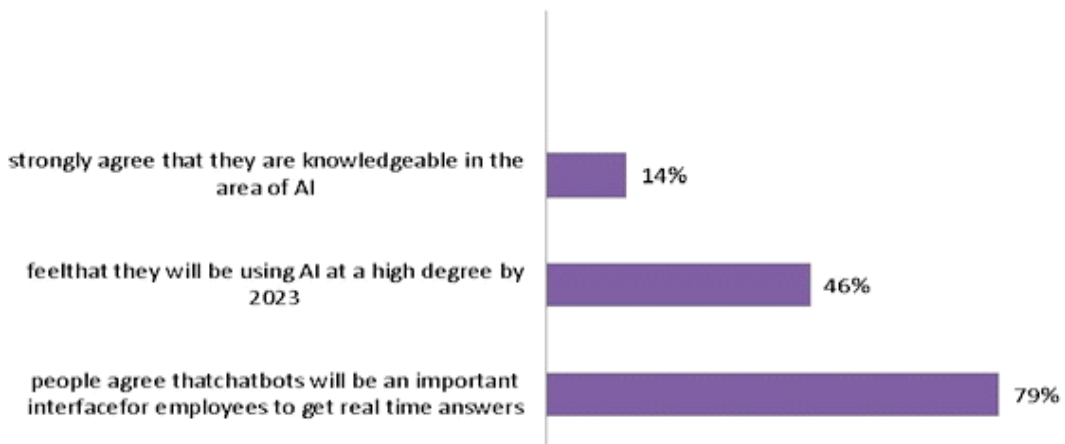
Interviewing. It automates time consuming tasks like scheduling, feedback collection and initial screening. It helps to mitigate human biases, ensuring fairer and more objective evaluations. It provides data driven insights and predictive analytics to make more informed hiring decisions. This enables HR team to handle a larger volume of candidates without compromising the quality of the interviews process. The tool like Paradox Olivia ensure that the candidate experience during interviews is smooth and seamless by answering questions, providing instructions and offering feedback promptly. They can also engage with candidates post interviews for follow-ups and updates.

On-boarding. AI can significantly improve the on boarding process by automating administrative tasks providing personalized experiences and ensuring smoother integration of new hires into the organization. The tools like SosuSign, WorkBright ensures that all paperwork is completed promptly and in compliance with legal and regulatory requirements. This reduces the time spent on administrative tasks minimizes human errors.

Coaching and training. AI driven coaching and training solutions are transforming how organizations develop their employees, enhancing both individual performance and overall team effectiveness. These tools help tailor learning experiences provide real time feedback and create scalable, engaging training programs. The tools like LinkedIn Learning can analyse employee skills, performance data and career aspirations to create personalized learning paths. These paths adapt in real-time based on the learner's progress ensuring that training is aligned with their current needs and future goals. This maximize learning efficiency by offering content that is most relevant to each employee ensuring faster skill development and higher engagement.

The various AI related services which are given for HR functions are presented as a chart below;

CURRENT STATE OF AI. IN HR FUNCTIONS



(Berhil,Benlahmar & Labani; 2020).

From above table 14% hr professionals strongly agree that they are knowledgeable in the area of AI, 46% feel that they will be using AI at a high degree and 79% people agree that chatbots will be an important interface for employees to get real time answers. The data provided by HR professionals above clearly states that they are aware of the various functions of AI and its applications in HR functions. The study also states that HR managers feel that AI would have a dominant presence from 2013. They

also felt that it can provide an effective interface for employees to get feedback on HR functions.

Limitations of AI in Organizations

Artificial Intelligence has revolutionized the way organizations operate, from automating mundane tasks to enabling data driven decision making. However, while AI presents numerous opportunities, its integration and application within organizations face several limitations. These constraints can impede its full potential and raise important challenges in terms of implementation, scalability and ethical concerns. Here are some of the key limitations of AI in organizations.

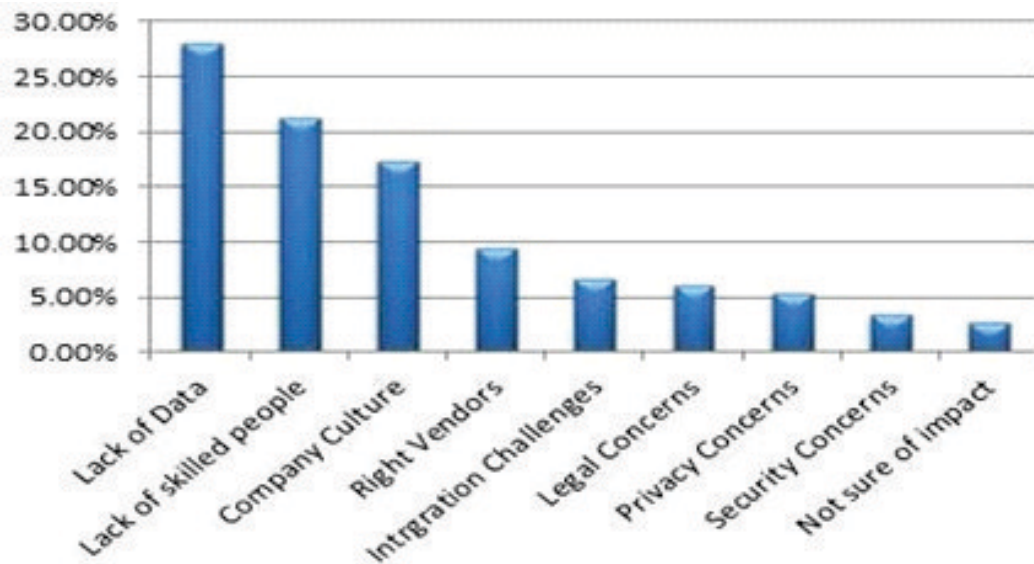
AI systems heavily rely on larger volumes of high-quality data to function effectively. If data is incomplete, biased or of poor quality, AI models may produce inaccurate result, leading to poor decision making. This limitation is particularly critical in industries like healthcare and finance, where the consequences of flawed, AI outputs can be severe (Goodfellow et al., 2016). AI system can perpetuate or even exacerbate biases if they are especially concerning in sectors like recruitment, criminal justice and lending where biased AI decisions can lead to discriminatory outcomes. For instance, studies have shown that facia recognition systems often have higher errors rated for people of colour and hiring algorithms may favas male candidates over female candidates (O'Neil, 2016). Such biases in AI can undermine trust in these systems and pose legal, ethical risks for organizations.

AI system can also be vulnerable to various security risks, including adversarial attacks where malicious actors manipulate AI models to achieve desired outcomes. Additionally, the vast amounts of data AI systems rely on can create privacy concerns, particularly when personal or sensitive data is involved (Papernot et al., 2017). Organizations need to implement robust security measures to protect AI systems from exploitation.

While AI offers transformative potential for organizations, its limitations are important considerations for successful deployment. Organizations must address challenges related to data quality, high implementation costs, bias, lack of transparency and ethical concerns to ensure that AI is used

responsibly and effectively by recognizing and mitigating these limitations, businesses can harness the power of AI while minimizing risk. Here, some limitations of AI in organization are mentioned below.

Figure-6
Limitations of AI in organization



(Panda, 2020)

There are certain limitations of AI in organizations as mentioned in above table (Panda P.; 2020). According to the table there may be lack of data which is more than 23% as limitation. Similarly Lack of skilled people are the reason which is 21%, 9% right vendors, 6% Integration challenges, 5% Legal concerns, 5% privacy concern, security concern and not any impact are below 5%. In organizations lack of data seems to be the major limitation as organizations must keep on line records of employees and performance which would enhance better analysis and decision making. There is also a definitive lack of skilled people which can be cross functional and contribute meaningfully on these AI emerging technologies and provide organizational integrations. There is a need for effective establishment of company culture which could foster these processes effectively. There is a definitive need for right vendors who could provide right solutions at an effective price to these

organizations. There is a need for effectively integrating AI technologies and HRM practices which can ensure organizational efficiency and effectiveness. There are privacy and security issues as well.

Findings

The objectives of this study are to evaluate the impact of AI in Human Resource Management and to study solutions for HR based issues. On the basis of above mentioned data findings are as mentioned below;

- AI technology is helpful in HRM to improve process like in recruitment, performance appraisal, employee engagement etc.
- Only 14% strongly agree that they have acknowledge about AI areas and 79% people agree that chat boots will be important interface for employees to get real face answers.
- 41% of these papers provided AI as the most viable option for HR related issues which can be implemented
- Using AI applications have some challenges like data privacy, lack of trained people, ethical considerations and potentials of working displacement.
- AI in workforce planning helps to forecast labour need, optimize scheduling and identifying skill gaps to meet future challenges

Conclusion

From out research on the two aspects i.e. Human Resources and Artificial Intelligence, it is seen the different issues raised by the experts and the managers of the domain and to target the most posed problems, and concluded from the number of articles found that several HR Analytics were proposed and most of them used artificial intelligence algorithms and methods, which shows the rapid and observed development and the increased interest and competition in applying this technology in HR field. The most HR issues asked were about analysing and predicting: Recruitment, skill development (employee's talents, effectiveness, productivity and performance). Proposed solutions were concerning known technologies like Business Intelligence, Big Data, Data Mining & Data Warehouse, some known software, frameworks and used or proposed other

analysis methods and simple statistics combined with HR analysis and HR approaches. The field of Human Resources is vast and constantly developing. The concern of each company is the management of its Human Resources by considering human capital the source of development and the pillar of success to increase productivity, attract talent and the customers in order to well cope with the competition. On the other hand, the field of intelligence is always evolving and new approaches and methods are always proposed.

References

- Acikgoz, Y. (2019). Employee recruitment and job search: Towards a multi-level integration. *Human resource management review*, 29, 1-13
- Afzal, M. N. I., Shohan, A. H. N., Siddiqui, S., & Tasnim, N. (2023). Application of AI on Human Resource Management: A Review. *Journal of HRM*, 26(1).
- Alao D. & Adeyemo A. B. (2013). Analyzing Employee Attrition Using Decision Tree Algorithms. *Computing, Information Systems & Development Informatics* 4 (1).
- Baron, I.S., Mustafa., & Agustina, H. (2018). The challenges of recruitment and selection systems in Indonesia. *Journal of management and marketing review*. 3(4), 185-192.
- Bhardwaj, G., Lurie, A., & Singh, S. (2020). Ethical implications of AI in HRM practices. *Journal of Business Ethics* 162(3),1-15.
- Chauhan, C., Kalra, P., & Jawalkar, C. S. (2015). FAULT PREDICTION BY USING DATA MINING APPROACH. *International Journal of Advance Research in Engineering, Science & Technology*, 2(7), 106-111.
- Choudhury, M. I., Chowdhury, S. A., Mahdi, A. M., & Rahaman, S. (2020). Human resource management practices in Bangladesh: a review paper on selective HRM functions. *Journal of Social Science*,

Education and Humanities, 1(2), 43-49.

- Di Vaio, A. Palladino, R., Hassan, R., & Escobar, O. (2020). Artificial intelligence and business models in the sustainable development goals perspective: A systematic literature review. *Journal of business research*, 121, 283-314.
- Dwivedi, Y. K., Rana, N. P., Jeyaraj, A., Clement, M., & Williams, M. D. (2019). Re-examining the unified theory of acceptance and use of technology (UTAUT): Towards a revised theoretical model. *Information systems frontiers*, 21, 719-734.
- Goodfellow, I. (2016). Nips 2016 tutorial: Generative adversarial networks. *arXiv preprint arXiv:1701.00160*.
- Hossin, M.S., Ulfy, M.A., Ali, I. & Karim, M. W. (2021). Challenges in Adopting Artificial Intelligence (AI) in HRM Practices: A study on Bangladesh Perspective. *International Fellowship Journal of Interdisciplinary Research*, 1(1), 66-73.
- Kulkarni, P. (2020). *The Impact and Potential of AI in Compensation & Benefits*.
- Leavy, S., O'Sullivan, B., & Siapera, E. (2020). Data, power and bias in artificial intelligence. *arXiv preprint arXiv:2008.07341*.
- Oostrom, J. K., Van Der Linden, D., Born, M. P., & Van Der Molen, H. T. (2013). New technology in personnel selection: How recruiter characteristics affect the adoption of new selection technology. *Computers in Human Behavior*, 29(6), 2404-2415.
- Panda, P. (2020). The future transformation of HR functions which apstole by artificial intelligence. *Brindavan Journal of Management and Computer Science*, 1(1), 127-135.
- Papernot, N., McDaniel, P., Goodfellow, I., Jha, S., Celik, Z. B., & Swami, A. (2017, April). Practical black-box attacks against machine learning. In *Proceedings of the 2017 ACM on Asia conference on computer and communications security* 41. 506-519.
- Schmidt, P., Biessmann, F., & Teubner, T. (2020). Transparency and trust in

artificial intelligence systems. *Journal of Decision Systems*, 29(4), 260-278.

Shashidhar, V., Srikant, S., & Aggarwal, V. (2015). Learning Models for Personalized Educational Feedback and Job Selection. In *Proceedings of the 32nd International Conference on Machine Learning, Lille, France*.

Tambe, P., Cappelli, P., & Yakubovich, V. (2019). Artificial intelligence in human resource management: Challenges and a path forward California. *Management Review*, 61(A), 15-42.

Wamba-Taguimdje, S. L., Wamba, S. F., Kamdjoug, J. R. K., & Wanko, C. E. T. (2020). Influence of artificial intelligence (AI) on firm performance: the business value of AI-based transformation projects. *Business process management journal*, 26(7), 1893-1924.