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HUMAN RESOURCE MANAGEMENT CHALLENGES IN THE CONTEXT OF THE DEVELOPMENT OF ARTIFICIAL INTELLIGENCE SYSTEMS. A CONTENT ANALYSIS

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Abstract: Ab This scientific approach investigates the implications of artificial intelligence (AI) systems on human resource management (HRM). The fast development of AI systems has encompassed all fields of activity, including HRM. At the current stage, AI is replacing human labor, which is leading to substantial changes in the structure of the labor market, in particular in the qualitative content of professional competences. The substitution of human labor by robots or AI systems is becoming a major concern for HR managers. AI systems are also present in all HRM functions. This paper makes a foray into the literature to analyze the extent of involvement of AI in HRM activities.
In this context, mostly papers published in scientific journals indexed in WEB of Science were extracted. In total, 42 papers published in journals related to human resources management on the one hand and to information technologies on the other hand were examined. The research results prove the concerns of researchers for all HRM activities. Thus, AI systems are applied in traditional HRM activities such as: recruitment and selection, training and professional development, talent management, performance management, staff turnover and personnel compensation. Beyond traditional HRM activities, AI systems are also implemented in activities that at first sight would seem difficult to apply, such as job design, employee engagement and job satisfaction.
Regardless of the HRM activities in which AI systems are embedded, the result leads to the reconfiguration of the HRM system within organizations. These are the future trends that will more strongly appear in the structure of the HR function in organizations, and along with it, the reconsideration of the professional competencies of HR specialists. In the process of the implementation of AI systems, the main concern of both HR managers and employees is to comply with ethical principles and to ensure fairness and objectivity in dealing with all categories of employees in the organization.
Keywords: employees, human resources management, artificial intelligence, digitalization, human resources function.
JEL Classification: M12; M54; C88.

1. Introduction

The new trends and challenges taking place in the economy and society have disrupted the content of the HR function in organizations. In this context, Andrei et al, (2023) argue that digitization is driving transformations in organizations across all industries, which is why HRM has a crucial role in the era of digital transformation. Due to changes in the content of work, robotization of technological processes and the use of artificial intelligence (AI) in the work process, HR managers need to find optimal solutions to face greater challenges in the coming period.

AI is one of the most influential technologies changing the labor market (Huang & Rust, 2018), becoming the leading source of business model innovation, process transformation, disruption, and competitive advantage in organizations that embrace a digital and data-centric culture (Ransbotham et al., 2020). According to Berg et al. (2018), AI will have negative effects on the labor market, namely the disappearance of more than 45% of all jobs, becoming a significant source of concern for most employees (Libert et al., 2020), especially those in routine jobs. As a result, social inequalities will deepen further.

At the same time, AI will help to modernize workplaces and reshape HRM activities. Due to the enormous potential of AI on HRM, it will have a significant impact on the future of the HR function. The three components of AI (high-speed computing, the use of big data, and the use of advanced algorithms), help AI to differentiate itself from existing legacy IT applications (Cheng & Hackett, 2019). The ability of AI applications on the rapid processing of large amounts of data helps HR managers to save time and make accurate HRM decisions (Vrontis et al., 2021). In this context, Rabenu & Baruch (2025) are of the opinion that both HRM in general and the HR professional profession in particular will need to undergo a revolutionary rather than evolutionary transformation to remain a necessary and valuable function for all organizations. Integrating AI into key MRU functions can help improve decision making, mitigate bias and boost productivity (Chowdhury et al. 2023).

The aim of the paper is to highlight, based on bibliometric analysis, the impact and benefits of the development of artificial intelligence systems on human resource management in organizations, as well as the challenges faced by human resource managers in order to ensure a balance between employees and employers. Furthermore, the extent of the application of AI both in traditional HRM activities and in some activities where, at first glance, AI seems more difficult to apply, such as employee engagement and job satisfaction, is shown.

2. The relevance of artificial intelligence systems in organizations

The major impact of robotization and AI on the evolution of work content within organizations have posed real challenges for a multitude of researchers in HRM and beyond. Thus, Arslan et al. (2022) explored the challenges faced by HR managers as a result of the interaction between AI and human workers, suggesting the need to develop potentially useful strategies. The rapid expansion and deployment of AI in all spheres of social and economic life has been of concern to researchers in various fields. This has led to the development of a large number of different AI definitions. Thus, Chowdhury et al. (2023) define AI as the capability of a human-created system, consisting of algorithms and software programs, for identifying, interpreting, generating information and learning from data sources to achieve certain pre-determined goals and tasks. In a different approach, Schmidt et al. (2020) argue that AI is the effort to imitate cognitive and human computational capabilities. Likewise, Makarius et al. (2020) argue that AI is the capability of a system for correctly interpreting external data, learning from this data, and using the learnings to achieve specific goals and tasks through flexible adaptation.

In recent years, one dimension of AI has shown up in the increasing visibility of AI-powered machines, including robots, as well as interaction and collaboration with human workers in a

plethora of activities: from industrial manufacturing (Libert et al., 2020) to new product development (Demir et al., 2020). Also, algorithmic big data analytics, sensing and tracking technologies, and metabolic monitoring systems have evolved greatly as AI-based decision-making techniques in the workplace (Nica et al., 2019).

In such a context, previous research has shown how AI influences specific MRU tasks such as: data mining techniques in the selection process of new employees; methods used by intelligent agents for employee development; intelligent sensory mechanisms applied in the process of employee performance appraisal, etc. (Malik et al., 2020; Richards et al., 2019). These growing potentials of AI for MRU may be perceived as both a career advancement opportunity and a daunting behavioral challenge for employees, especially those on the front line, due to threats that AI could take over their job tasks (Arslan et al., 2022).

3. The implications of artificial intelligence in human resource management

The related research shows that AI has direct implications on HRM activities by reshaping and transforming them. In this context, Chowdhury et al. (2023) argue that in the field of HRM, artificial intelligence is alluring as it alludes to the capability of understanding and predicting human behaviour in the organization, in a reliable manner, which is very important for ensuring productivity.

For the most part, existing research on the implications of AI on HRM has focused on the functional level. In this context, Wirkty et al. (2016) noted that AI does not aim to replace managers, but rather to support their decisions related to candidate assessment, employee performance administration, succession planning, career development, etc. (Radonjić et al., 2024). Globally, there is a growing trend of using AI to enhance software and hardware solutions that support HR professionals, aiming to improve various aspects of HRM. A critical review of the current HRM literature suggests that AI-based HRM applications are becoming part of strategic HRM discussions in organizations (Kwan, Hermawan, & Hafizhi, 2019), as it has encompassed almost all HRM subfunctions. In the following, we present how AI is incorporated into HRM activities.

3.1. Recruitment and selection

To this date, there is little information on how candidates react to organizations using AI in the recruitment process for inferring characteristics and extrapolating possible behaviors in terms of job fit and performance. If organizations could collect additional characteristics such as age, body image, gender, health, race, and sexual orientation, they could use such information to better rank candidates in the selection process. In recent years there has been a fast growth and enthusiasm for the use of algorithms to identify potential candidates (Song et al., 2020).

According to Alexander III et al. (2025), selection algorithms automatically identify the target group of candidates who possess characteristics relevant to job outcomes. Recruitment algorithms come in many varieties, from those that use fingerprints to decide who receives online job advertisements, to those that search online job profiles and job boards to generate lists of potential candidates with relevant knowledge, skills, aptitudes, and other characteristics. In most cases, selection algorithms identify and screen potential candidates and then take measures to recruit them for the job.

Their popularity is growing due to the beliefs that they could reduce time-to-hire, increase the quality of new employees, and attract a diverse group of candidates (Ali et al., 2019). Nevertheless, concerns have been raised that candidate selection algorithms pose risks to fairness in candidate recruitment and selection. According to Pearce (2020), poorly designed candidate selection algorithms can create systematic differences between groups in access to employment opportunities, leading to discriminatory hiring outcomes.

3.2. Training and development

The impact of AI on training and professional development is tremendous because it leads to the creation of new jobs and the development of existing jobs on the one hand, and on the other hand it will lead to the disappearance of other jobs. Specifically, AI complements high-skilled jobs, replaces medium-skilled jobs involving programmable routines, and has no effect on low-skilled jobs with unpredictable patterns of work tasks (Gallie, 2017). This leads to further polarization of competences in the labor market. In addition, employees could use AI systems to manage future careers. If employees lack certain skills, AI systems help them identify their training needs and take the necessary courses.

Moreover, online or virtual training offers several benefits for both the organization and individuals. AI helps HR managers to evaluate the effectiveness of training and make decisions about employee competences (Sitzmann & Weinhardt, 2019). According to Hancock et al. (2020), about 30-40% of employees will need to significantly improve their competences in the next decade. In this regard, several multinational companies such as Amazon, Infosys, IBM and Walmart are developing AI-based products and services while investing in the development of technical and soft skills required by human capital

3.3. Performance management

Data-driven decision making in this new era of people analysis has been facilitated by recent advances in artificial intelligence learning algorithms. The term "learning algorithms" refers to a set of technologies that are able to adaptively interpret and learn from large data sets to perform human-like cognitive tasks. AI-based performance management tools and techniques offer multiple opportunities for both employees and organizations. Thus, a multifactorial decision making tool leads to an accurate assessment of employees. In particular, this tool helps to identify employees who need further improvement of certain job aspects as well as the extent of improvement measures (Manoharan et al., 2011). In addition, digital performance tools help managers to evaluate the performance of employees or recommend any necessary improvements and take remedial action for the employee (Azadeh et al., 2018).

3.4. Talent management

AI-based talent management tools enhance career development opportunities and improve workforce satisfaction and performance (Charlwood, 2021). Integrating HRM with AI technologies can boost employee service and improve employee retention rates. AI-based tools help align employee skill sets with organizational requirements, thereby improving the recruitment quality. AI has revolutionized talent acquisition by streamlining different stages of the process.

Talent management intelligence platforms use machine learning methods such as deep neural networks, simple algorithms with regression analysis, natural language processing and voice recognition (Majumder & Mondal 2021). These help job seekers to: find suitable roles, streamline virtual recruitment, reduce biases, aid career planning and help new employees integrate into the organization (Vedapradha et al., 2019). AI has also helped to substantially improve performance management through real-time feedback and analytics. AI-based systems, such as IBM Watson, facilitate objective real-time analysis of employee performance, which helps mitigate bias (Premuzic, 2023).

3.5. Employee turnover

AI is a key player in reshaping employee retention strategies, thus contributing to decreasing employee turnover. Predictive analytics tools play a crucial role in identifying at-risk employees, thus contributing to the design and implementation of proactive retention strategies (Fallucchi et al., 2020;). Analyzing employee data, Jia et al. (2022) showed that AI-based tools have helped to reduce employee turnover.

In the context of the development of AI systems, labor supply requires structural changes, with HR services becoming increasingly intelligent. HR tools integrate machine learning and

artificial intelligence systems to solve employee problems and improve services and the overall employee experience (Venugopa et al., 2024), with the aim of reducing employee turnover.

3.6. Employee compensation

AI systems support HR professionals in the efficient management of all HR payroll and related value-adding activities. This is because AI technologies can track all types of employee data, covering personal details of employees, changes in personal information such as employees' dependents or marriages (Bussler & Davis). In addition, the skills demand-supply mismatch derived from databases helps in determining an organization's compensation and benefits plans (Pessach et al., 2020). Artificial intelligence systems also help managers and experts to collect the most pertinent information about the compensation and benefit schemes needed by employees.

3.7. Job design

With the accelerated development of AI systems, jobs are undergoing profound transformations, which is something that HR professionals involved in this process need to take into account. First, the reconfiguration of jobs is a consequence of the introduction of AI systems, with an impact on the reshaping of related skills. Gartner (2023) finds that 43% of HR managers have explored or implemented AI to improve operational efficiency. AI has made a huge contribution to the development of gig-work, different from traditional or alternative work. From an HR perspective, gig work marks a radical shift from traditional work models and the relationships established between employer and employee (Duggan et al., 2023).

Beyond the fact that gig work involves triadic and sometimes tetradic relationships, it is unique in that gig workers demonstrate limited temporal, administrative, and physical attachment to their organizations (van Zoonen et al., 2023). In the gig-economy, platform organizations rely on HRM algorithms that supervise and manage large groups of remotely distributed workers in an efficient, low-cost, and real-time manner (Jabagi et al., 2024).

3.8. Job satisfaction

Job satisfaction refers to the employee's overall affective appraisal of his or her work situation and overall sense of well-being at the job. Some researchers suggest that job satisfaction largely reflects employees' perceptions of organizational fairness or equity. A study conducted by Ghorbanzadeh et al. (2024) suggests that the adoption and use of AI technologies positively influence employees' innovative behavior, job performance and job security.

The adoption of AI for different MRU practices has had a positive impact on: shaping employee experiences, employee job satisfaction and engagement, reducing intentions to leave the organization (Malik et al., 2020a). Moreover, increased levels of human-machine interactions led to enhanced employee experience and employee-organization fit. All these actions had the effect of increasing job satisfaction.

3.9. Employee engagement

The term employee engagement refers to the commitment, involvement, enthusiasm and dedication that employees feel towards their work and the organization they are part of. According to Agaraval (2025), there are several factors that influence the level of employee engagement namely: organizational culture, value system, leadership styles, trust and esteem among employees, rewards and recognition, and work environment. The fast development of AI has led to a number of employee engagement issues.

Thus, the use of chatbots has provided organizations with the ability to collect, evaluate and provide answers to individual employee concerns in a quick and easy way, making them more successful today in creating an environment where employees feel valued and sustained. According to Rožman et al. (2023), appropriate teams have a positive impact on employee engagement. AI systems provide a large amount of accurate information to team members, necessary for their work and to make more effective decisions (Meslec et al., 2020). Also, Dutta et al. (2022) analyzed trust climate as the way chatbots influence employee engagement.

Although AI-based solutions are gaining popularity and influence in the field of HRM, it is important to follow ethical principles in order to avoid discriminatory and inequitable outcomes. Therefore, the implementation of AI boosts the development of processes and activities related to MRU in order to better leverage human capital within organizations. According to Kiron & Spindel (2019), most HR managers are looking forward to the implementation of AI in organizations, especially for a wide range of tasks such as: candidate recruitment; training; onboarding new employees; and evaluating employee performance. Moreover, managing repetitive operational activities by AI would allow HR professionals to focus more on developing and implementing HR strategies and increasing the value of human capital (Vrontis et al., 2022). Therefore, introducing AI into HR practices provides a more valuable perspective that will lead to considerable improvement in the efficiency of the HR department within organizations. Despite the obvious increase in efficiency that AI brings to organizations, Palos-Sánchez et al. (2022) believe that human resources departments face new pressures associated with balancing these efficiencies and harmonizing staffing levels.

4. Conclusions

The rapid development of artificial intelligence systems is bringing about substantial changes in both economic and social life. Obviously, the development of artificial intelligence has a direct impact on work paradigms and content, substantially changing the professional behavior of employees. In this context, human resource managers have to come up with effective strategies that balance the demands of senior management with the skills of employees. Artificial intelligence systems are shaping and reshaping the content of HRM activities. A large part of the routine and repetitive tasks of human resources departments are taken over by artificial intelligence systems. Under these circumstances, the reshaping of activities within human resources departments is inevitable. The process of implementing artificial intelligence systems is more evident in some HRM activities that have proven their effectiveness over time.

The multidimensional nature of some HRM activities is a challenge for applying artificial intelligence systems. Even so, close cooperation between HR managers and IT specialists has led to the development of tools for monitoring and evaluating employee engagement or assessing employee satisfaction. Research shows that specialists are concerned about these HRM activities, despite the fact that they are subjective and more difficult for humans to interpret and manage fairly and objectively.

Under these circumstances, informing employees about the relevance and advantages of artificial intelligence systems in HRM is important for their rapid acceptance. In order to increase employee confidence in AI systems, time is needed to convince them of their fairness and accuracy. The greatest fears of employees and human resource managers relate to the extent to which AI systems take into account ethical principles to avoid any kind of discrimination and inequality in relation to all categories of employees within organizations.

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