#### LEVERAGING ARTIFICIAL INTELLIGENCE IN TALENT MANAGEMENT AND WORKFORCE MANAGEMENT: A COMPREHENSIVE REVIEW

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#### Abstract

AI-based advancement in Talent Acquisition and Workforce Management has substantially reshaped the Human Resource department. This paper aims at reviewing the literature on how AI can improve efficiency, accuracy, and decision-making processes in the HRM function. AI in some ways like ML, NLP, and predictive analytics makes the labor market more efficient, reduces bias and provides insights into the labor market trends. This in turn enhances the agility and robustness of the organization's HR function since AI undertakes repetitive work, freeing up the HR professionals to implement strategic plans. However, the effects of ethical concern and/ or implementations of AI integration have to be looked into. The existing status of Artificial Intelligence in HRM is described in this paper along with their importance, potential issues with ethics, and potentialities for the future. It approves the fact of AI as the effective tool in the processes of HRM and gives the directions for its proper application. By now, everyone is aware of the advancements of AI, which has positively impacted the radical restructuring of most business operations, including HRM. Now, a day's AI technologies are used in talent acquisition, and workforce management to strengthen its processes with the aim to improve outcomes or organizational performance. Considering the increased competition and efforts linked with the need of organizations to adapt to the current trends in the market, AI in HRM has become vital. The following paper aims at discussing the implementation of artificial intelligence in human resource management with the primary emphasis on the management of recruitment and employees' staffing. The purpose is to briefly explain how AI is transforming these core HR activities, and outlining the pros and cons and the outlook for the future.

#### Keywords

Human resource management (HRM), Arithmetic intelligence (AI), Talent acquisition, Predictive analytics, workforce management

#### Abbreviations

AI: Arithmetic intelligence, HRM: human resource management, ML: machine learning, NLP: natural language processing

#### 1. Introduction

The rationale of employing AI in HRM is found on the fact that it is capable of analyzing big data efficiently and effectively. Some traditional HR activities can be very tiresome because most of them are manual in nature such as resume review, interviews, and performance appraisals. Since these tasks are repetitive, AI which has better algorithms can perform them and free up time for the HR

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professionals to make important decisions and also engage employees (Stone et al., 2019). In addition, AI is able to bring out solutions based on analysis of information data analysis, providing a closer picture of the employee and the organization requirements (Davenport & Ronanki, 2018; Huang & Rust, 2018). AI in Human resources entails the use of ML, and NLP to parse through CVs, estimate suitability of the candidates to the given jobs, and even carry out initial interviews through the help of chatbots (Upadhyay & Khandelwal, 2018; Geetha & Bhanu, 2018). This is not only accelerates the velocity of recruiting personnel but also assures that the procedure is more precise due to the reduced interferences of human prejudice (Bogen & Rieke, 2018).

Recruitment platforms to be developed with AI can involve filtering resumes within minutes since thousands of resumes can be filtered within a short span of time thus giving the employer an efficiency and merit-based selection of candidates. In the second level of AI applications in the workforce, AI consists of employee monitoring, engagement, and future operating trends (Guenole & Feinzig, 2018; Levenson, 2018). Businesses can utilize AI to monitor their employees' KPIs in real-time, and help the managers improve the working process and employee engagement. It also helps in predicting future turnover rates, identifying skills that might be deficient in the workforce, and suggesting training that will useful in handling turnover. Increased incorporation of AI in the area of HRM is due to the fact that organizations have to become efficient and rational in their decision making. While talent deficiency, high attrition levels and requirement of a diverse workforce pose some of the major problems in businesses today, AI provides practical solutions to all of these. However, the integration of AI in HRM has its drawbacks concerning data privacy, AI bias, and explains ability of AI decisions (Raghavan et al., 2020). Hence, the focuses of this paper are the various ways that AI influences talent acquisition and the management of the workforce.

As a result, this research comprehensively combines the current situation of AI's application in HRM, existing advantages, limitations, and expected developments in the future of AI and work-related decision-making contexts. The goal is to reveal the potential ways of applying AI to enhance the identified aspects as improve. Many organizations have incorporated EMP in their HR functions and while doing so it faces the ethical and practical issues that it brings.

#### 2. Background of Artificial Intelligence (AI)

AI has become a revolutionary tool of the past few years in numerous organizations and has extended its wings to the field of HRM. AI includes multiple disciplines like machine learning (ML) and natural language processing (NLP) that allow machines to imitate the human-like intelligence processes and execute activities that are primarily performed by humans. Namely, in HRM, AI applications have affected talent acquisition and workforce management by automating many processes or incorporating them into improved decision-making solutions. Automated data processing provides results in terms of either identifying patterns within the employed population, or forecasting their demands, which can be exceedingly valuable for strategizing with regard to workforce. AI is implemented in all main processes of HRM; resume screening, candidate matching, employee engagement, and performance analysis. Different organizations operate within a competitive global environment, which has made is crucial for organization to embrace AI in the management of its human resource. Historically, functions of HRM like employee selection, employment, and performance appraisal are time-consuming and often biased activities. AI technologies transform these processes by using algorithms to perform repetitious tasks so that the HR specialists can concentrate on mission-critical activities that necessitate human decisionmaking and innovation (Davenport & Ronanki, 2018). For example, the resume and job applications can be scanned by an AI system where the best-fitting solutions to the job openings can be found. This not only accelerates the process of the selection of job candidates but also makes the selection itself more objective by avoiding or at least reducing the effects derived from prejudice of the assessors

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#### (Bogen & Rieke, 2018).

#### Artificial Intelligence (AI)

Artificial Intelligence (AI) is the branch of computer science that studies how to make machines perform tasks typically requiring human intelligence and/or reasoning. Such technologies as ML, NLP, and predictive analytics are among the technologies (Stone et al., 2019). Looking at AI from the prism of HRM, it is applied to eliminate routine work, reveal patterns within massive data and improve decision making.

## Talent Acquisition

In talent acquisition, applications of artificial intelligence are used for purpose of screening resumes, matching candidates with jobs, and scheduling of interviews (Upadhyay & Khandelwal, 2018; Zhou et al., 2023). AI can perform big mass testing of suitable candidates in a shorter period, minimizing the time that human beings would spend in particular with resumes if left to sort the data. For example, in the selection process, NLP can be employed for scanning and filtering resumes and comparing them with job advertisements in an attempt to enrich the accuracy of candidate identification (Geetha & Bhanu, 2018).

#### Workforce Management

This is in performance management, engagement, and demand forecasting for workforce planning as proposed in Huang and Rust (2018) and Guenole and Feinzig (2018). In this application, the HR managers and other professionals are able to take the raw data and turn it into tangible results, thus leading to enhanced satisfaction within the organizations and workforce productivity. With regard to application, predictive analytics can predict levels of turnover to address and factors determining employees' satisfaction in order to prevent their turnover (Levenson, 2018).



## SOURCE: developed by researcher Figure 1. Conceptual model of Impact of AI in Talent Management and Workforce management

Area of Impact	Description	Source
Candidate Sourcing	Due to applications, the sourcing of candidates is enhanced through the use of channels to conduct searches.	Kiran, U. (2019)
Resume parsing	This is a process through which AI is able to sort through resumes and match them with jobs within the shortest time.	Shah, R. R. (2019)
Interview scheduling	Of course, in the cases of the meeting-interviews, the AI chatbots and the scheduling tools are involved to schedule the meetings on the convenience of both the parties.	Gaikwad, L., & Khang, A. (2023).
Test and Selection Candidate Evaluation	Therefore, modern tests and selection methods are more efficient and give a clear picture of the candidates.	Hunkenschroer, A. L., & Luetge, C. (2022).
On boarding	On boarding is yet another area where use of AI can be of help in a way that new employees can be rapidly trained.	Nosratabadi, S.,(2022)
Employee Relationship Management	AI technologies are applied to consider employees' opinions and motivate them in the various organizational settings.	Wang, X. L., Lei, N., & Hou, Y. Z. (2020).
Performance Management	AI is adopted in defining projects and their accomplishments and in the monitoring of the performance to produce analytical reviews.	Kiron, D., & Spindel, B. (2020).
Skill Development	The training of the employee for Skill Development is done by first defining the weaknesses of the employee and then recommending the deficiency courses that the employee should make.	Nayak, A.,(2023)
Retention management	Retention management strategies are determined with the help of AI based on preconditions that may lead to attrition and then focuses on the strategies to retain employees.	Terrés Molina, P. (2023).

## 2.2. Table: showing AI impact on Talent management and Workforce Management

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Workforce Analytics	AI refers to the definition of Workforce Demographics and Trends and the subsequent application in the development of corporate strategies	Polisetty, A., Sowdamini,(2024)	
	corporate strategies.		
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## **SOURCE: Own creation**

## 3. Significance of Artificial Intelligence (AI)

There is profound meanings of AI in today's organization in fields of talent acquisition and management of human capital that paved ways for organizational transformation and efficiencies in terms of accuracy and decision makings. AI helps to decrease the amount of time spent on the manual work, for instance resume scrutiny and appointment conducting to interview schedule; therefore increasing efficiency in the work of the HR professionals (Upadhyay & Khandelwal, 2018). AI reduces chances of bias and errors that may be made by human beings while hiring the talents to work for a certain company (Bogen & Rieke, 2018). Also, AI's capability to analyze data predicts future workforce patterns helps organizations to foresee their future needs, and possible shortage of certain skills within the company (Levenson, 2018). It can therefore be seen that this early intervention in workforce management increases the organizational adaptability and readiness. Additionally, through recommending career building and training strategies based on the AI learning mechanisms, the employer brand's performance becomes enhanced since employees are engaged and challenged retention (Deloitte, 2018). In summary, the application of AI in HRM can be seen as a major development that advances the cause of effective, equitable and rational utilization of people resources.

- **I.Efficiency and Speed:** Cognitive technologies as Bersin (2019) indicates can review applications, and conduct preliminary sifts at a much quicker pace than a hiring manager. This speed thus helps to lower the time required to hire talents and in turn help the organizations to occupy the various positions faster (Upadhyay & Khandelwal, 2018).
- **II.Accuracy and Objectivity:** With the use of AI algorithms, biased ideas regarding candidates for specific positions in an organization are minimized since the emphasis is placed on measurable data (Bogen & Rieke, 2018). This objectivity gives a better chance for any applicants to be hired, and the results will not be a reflection of prejudices (Raghavan et al., 2020).
- **III.Enhanced Employee Experience:** AI can humanize the touches made to the employees and serve as a guide on the best way forward for their careers (Deloitte 2018). For instance, AI can suggest training courses and occupations that fit the employee's skills and preferences (Bersin, 2019).
- **IV.Predictive Capabilities**: AI can help to predict the changes that can occur in the workforce, and also outline the possible problems that can crop up in the future so that preventive action can be taken (Levenson, 2018). Thus, the application of big data and business analytics in HR involves the use of predictions that can assist HR departments in preparing for the future in terms of employee recruitment, addressing issues with turnovers, and intervening in workforce planning (Guenole & Feinzig, 2018).

## 4. ADVANTAGES OF ARTIFICIAL INTELLIGENCE (AI)

The adoption of AI in the talent management and workforce brings out the following benefits which in turns help organizations create efficiency, effective decision making as well as improving employee satisfaction. AI's benefits include:

• Efficiency: AI assists in implementing an operational mechanism in which most elementary and boring tasks in the functioning of HRM are handled by computers, for example, screening resumes,

matching applicants with job positions, and scheduling interviews. In this way, AI continues the processes, thereby shortening the time for a successful staffing, lessening the burden of work on HR specialists, and enhancing the company's performance (Geetha & Bhanu, 2018).

• Accuracy: Compared to human professionals, AI based algorithms make better use of the big data by making fewer mistakes, thus providing better prognosis and answers. In talent acquisition this is realized by means of more accurate assessments among the candidates and less reliance of human discretion to mitigate fair-reliable problematic on the selection and recruitment of employees (Bogen & Rieke 2018).

• **Cost Savings:** With the help of the application of intelligent processes, businesses reduce the costs that are related to recruiting people, training them, and replacing them. AI's also predictability in workforce planning similarly ensures that there is no wastage of resources and increases efficiency in resource utilization (Levenson, 2018).

• Enhanced Decision-Making: In this regard, AI offers HR professionals relevant data to inform their decision-making processes hence enhancing their strategic nature. Talent predictions for the future determine the possible deficiencies and provide recommendations on strategies that organizations should employ to fit their long-term business goals (Huang & Rust, 2018).

• Personalization: AI technologies help provide flexible solutions to create a better end-to-end experience of engagement for every worker and recommend the best learning and development programs for the person based on his internal strengths and professional objectives. This procedure increases employees' satisfaction and retention rates, leading to better performance levels and resulting in a higher morale of the employees (Deloitte, 2018).

• Scalability: They have the ability to provide an automatic means of scaling up an organization's operation with regards to changes in the workload, and growth. AI ensures that the process's quality stays constant, supporting organizational growth whether businesses receive thousands of resumes for each corporate opportunity or several job applications every day (Upadhyay & Khandelwal, 2018, p. 240).

• **Competitive Advantage**: The firms, which have integrated AI in the human resource management process, achieve a competitive advantage since they are capable of using superior technologies for attracting and selecting employees, managing performance, and quickly responding to the need for change. AI advances help the businesses to come up with improvements more quickly while responding to the increasing competitive environment (Guenole & Feinzig, 2018). All things considered, the benefits of AI in talent acquisition and workforce management speak to the AI's capability in supporting organizational improvement, turbo charging HR operations, and empowering corresponding crucial business activities, which make the world of work more progressive and competitive.

## 1. LIMITATIONS OF ARTIFICIAL INTELLIGENCE (AI)

However, it should be noted that the application of AI in T&A and WM also has its downsides. An outstanding issue is protecting data through poor confidentiality and security measures. AI systems require extensive data usage mainly large datasets, and may contain personal information that stakeholder is uncomfortable sharing. GDPR and all related issues as well as handling of cases such as breaches and unauthorized access to large amounts of data are some of the issues that remain topical for organizations choosing the AI in HRM. Also, the problem of algorithmic bias remains relevant. The Machine learning algorithms may reproduce the existing

Biases present in the population data affecting the fairness of hiring's and performance reviews. This can compromise the equality and diversity of the HR practices, which makes some form of supervision with prevention measures useful. However, there are challenges that reveal the fact that the

implementation of the AI technologies is rather costly and intricate for organizations with limited resources and, therefore, limited opportunities. These firms may be financially deprived of AI systems or lack adequate human resource to implement as well as manage AI system. Finally, this resistance is due to change in self-employment protection among the HR professionals and employees; or because of the resistance to computerization and artificial intelligence systems whose results are wanted to be trusted. Solving these issues entails the consideration of ethical issues, sound governance structures, and methods of enhancing acceptance of AI in organizations.

• **Data Privacy Concerns:** As it was mentioned AI implies the manipulation and analysis of a vast amount of personal information, which causes privacy concerns (Stone et al., 2019; Binns, 2018). Employers should also want to keep employee data safe which is why organizations must obey rules and guidelines of data protection regulations.

• Algorithmic Bias: Raghavan et al., 2020; Bogen & Rieke, 2018 AI systems can amplify or deepen some of the prejudices that can be found in the training data. In order to avoid and mitigate algorithmic bias, there must be great concern and effort put into the construction and constant examination of the AI's.

• **Transparency and Accountability**: Being able to have transparent decision making by the AI and always also being able to put someone to blame has remained a challenge (Stone et al., 2019; Davenport&Ronanki, 2018). It is crucial for organizations to have ways to ensure professionals are accountable for the uses of AI and to explain to other people why certain decisions have been made.

• **Resistance to Change**: AI's implementation could attract objections or opposition from the staff and the HR professionals since people might lose their jobs (Bessen, 2019; Bersin, 2019). These remain pressing issues that require effective change management practices to pressure for and manage the change towards the integration of AI in organizations.

#### 2. Future Perspective

In the coming years, more advancement are expected in the use of AI both in talent acquisition and in workforce management, which has the potential of bringing more changes in the Human Resource practices that are already being seen now. Thus, there is clear evidence of progress in achieving the objective of improving organizations' sophisticated analytic skills: Predictive analytics has become increasingly refined. It is anticipated that as the algorithms of AI develop, they are supposed to deliver better and more intricate prediction of workforce trends so that the organizations are in a position to know earlier the skills that are likely to be in short supply, make sound workforce planning, and better anticipate the human capital requirements that are likely to be needed in future. The integration of the software with other developing technologies like block chain and IoT (Internet of Things) appears to be highly beneficial in increasing data security and the possibility of real-time monitoring of the employee's performance besides the possibility of integrating the HR processes across various platforms. The ethical aspect remains one of the key trends as the strategies for creating new transparent and unbiased AI with regard for privacy will remain a focus. Further, intelligent self-service for employees through digital applications will continue to increase, providing new career advancement and training prospects customized to each worker's abilities. These advancements need to be embraced by organizations taking an active part in changes, and investing in organizational learning, development, and management of the new Human Resource technologies in an effective and, importantly, ethical manner.

Advanced Predictive Analytics: As for the perspectives, the authors of the article Guenole and Feinzig note that new and better algorithms for forecast in such spheres as staffing and talent management

should be expected . Such developments will help in enhancing the efficiency of choices made by the HR departments and allow them to foresee emerging issues in the near future (Levenson, 2018).

**Integration with Other Technologies:** The use of AI with block chain for improved data protection and with IoT for constant tracking of employees is a good area of future development (Deloitte, 2018). It is revealed that such integrations can provide broader solutions to address the concern of HRM (Bersin, 2019).

**Ethical AI development:** The measures for the use of ethical approaches towards avoiding biases and providing equal opportunities for all the applicants/demographic groups of the employees are being gradually implemented (Raghavan et al. , 2020; Binns 2018). The above frameworks shall assist in establishing trust in AI systems as well as their appropriate utilization.

**Personalized Employee Experiences:** Other AI-providing more personalized career management and acquisition and professional education and training are expected to grow (Deloitte Consulting, 2018; Bersin, 2019). Of such platforms is the fact that it can improve the levels of staff satisfaction and reduce turnover rates by working with personal characteristics.

## Conclusion

AI has started impacting the HR function and talent management in a big way with advantages in productivity, reliability and prognosis. AI application in these areas has proven its ability to improve processes, minimize bias and promote better decision making which stands for organization's performance benefits. As a consequence, the use of AI tools in resume screenings results in the faster screening thus boosting the efficiency of the recruitment process; improves the matching of the candidates and the job descriptions; and the automation in scheduling interview .In workforce management, AI facilitates the performance of predictive analytics activity that includes forecasting the trends in the workers, establishing the workforce gaps in skills and making recommendations for the right actions to be taken beforehand. Nonetheless, the problems like data privacy issues, the algorithms' bias, and the organization's resistance to change need to be solved to unleash the AI effectiveness in the field of HRM. The importance of AI in TA and WM is in its capacity to improve the HR operations, enrich employee experience, and create business adaptability .When AI is being used properly, it helps with better decision making, higher productivity and effective change in organizational culture. Therefore, it is necessary to predict future trends in integrating AI technologies in the field of HRM with reference to ethical issues and proper governance structures. In the near future, the AI application is set to become more sophisticated, so organizations must accept these advancements and incorporate them into their operations while being able to uphold fairness, accountability, and rationale behind these AI processes.

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