

Will AI Replace Humans from Human Resources? A Case Analysis

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Abstract

Purpose : The primary objective of this study was to explore the various factors that impact the integration of artificial intelligence into HR processes, with a specific emphasis on boosting employee engagement. Given the increasing significance of technology adoption within organizations, we aimed to uncover ways in which artificial intelligence can be leveraged to provide enhanced services, ultimately leading to improved organizational success.

Methodology : The study employed a hermeneutic phenomenological approach to investigate HR managers' adoption of technology, particularly AI, in HR management. In-depth interviews were conducted with 15 HR managers from 11 firms in Madhya Pradesh. The study explored how the personality differences of HR managers influenced their intention to adopt AI-based HR practices. The study sought to shed light on the hurdles HR managers face in accepting AI and the unique challenges encountered.

Findings : From the study, we found that integrating AI into HR processes enhances efficiency, automates tasks, improves accuracy, and boosts employee engagement. However, drawbacks include employee resistance, privacy concerns, algorithm biases, and the need for human empathy in sensitive issues. HR managers must navigate these challenges while leveraging AI's benefits for a more efficient and successful organization.

Practical Implications : This approach enabled a comprehensive understanding of HR managers' subjective experiences and perceptions regarding AI adoption while implementing measures to mitigate biases.

Originality : In contrast to previous research on the incorporation of AI in HR practices, this case study specifically focused on investigating the challenges associated with integrating AI into HR practices. It aimed to identify these challenges and provide potential solutions to address them effectively.

JEL Classification : L2, L8

Keywords : firms, artificial intelligence, employee engagement, HR processes

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By 2025, the HRM industry is expected to have a global impact of \$30 billion, thanks to technological advancements such as predictive analytics and artificial intelligence (AI). While these tools simplify and streamline traditional HR processes, there is a downside: Many companies invest in these technologies without fully understanding how to use them effectively. According to a report by KPMG, 50% of HR leaders feel unprepared to reap the benefits of technology. Companies' most significant challenge is the need for more skills

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and capabilities to understand and adapt to the rapid pace of technological change (Biswas & Chakraborty, 2019). To succeed in this digital transformation, companies must hire experienced employees and continuously upskill them to thrive in a digitally challenging environment (Rao, 2019). Leading HR organizations have already paved the way for the seamless integration of digital technology and human resources by employing knowledgeable personnel. AI has brought about numerous possibilities in various industries, including recruitment. The 2021 Hiring Trends report revealed that 56% of HR companies already use AI for talent acquisition, which is projected to increase to 77% by 2023. According to estimates, AI in the HR market worldwide is projected to reach USD 5.26 billion in 2023 and is anticipated to expand at a compounded annual growth rate (CAGR) of 15.26% to reach USD 10.70 billion by 2028.

The future of AI in recruitment appears promising as these tools simplify the hiring process for recruiters, saving time that can be used more strategically (Delaney, 2020). Companies are increasingly turning to technology to simplify administrative tasks, reduce HR processing and compliance expenses, compete more effectively for talent globally, provide improved access to data for managers and employees, and offer real-time measurement systems to identify trends and manage employees more effectively (Dash et al., 2022). Humans often turn to technology to enhance business optimization and efficiency (Pahari et al., 2023). With the advent of AI, the way humans work with technology is now changing (Oracle Corporation, 2019). Before delving into the role of AI in HRM, it is essential to understand the basics of AI, which is divided into three categories: Machine learning (ML), deep learning (DL), and artificial neural networks (ANN). ML helps machines interpret behavioral patterns to make decisions, while DL uses algorithms to create predictive models that are then compared to data for necessary corrections. ANN is the most advanced category, as it allows for self-awareness within the system, similar to “DATA” in *Star Trek: The Next Generation*. HRM encompasses multiple functions, ranging from talent acquisition to employee exits. Implementing AI in these functions should be phased, even though they have independent AI components that form a network, providing a comprehensive understanding of HR.

AI can automate essential functions, from reviewing CVs to arranging interviews and answering prospective applicants’ questions (Dash & Chakraborty, 2021; Pavlou, 2022). It can also eliminate biases and help identify the right candidate. With 24/7 accessibility and eliminating human error, AI can provide a better HR experience for managers and employees. Additionally, AI can create personalized training programs that significantly impact employee job satisfaction and retention rates (Chakraborty & Altekar, 2021; Merin, 2021). From the scenario and discussion, the research question that requires thorough exploration is: How can HR practices in India maximize the potential of AI integration by identifying the key drivers of positive adoption? The goal is to gain insights into how to tailor various aspects of positive adoption to effectively handle barriers that may arise during AI integration, resulting in more efficient HR functions.

Theoretical Linkage

The technology acceptance model (TAM) is a well-known theory of technology adoption that emphasizes two critical factors: perceived usefulness and ease of use (Davis, 1989). TAM provides a robust theoretical and psychometric foundation that simplifies assessing and predicting new technology adoption rates (Nagdev & Rajesh, 2018). Technology adoption involves various factors, including individual beliefs, organizational culture, environmental considerations, and technological characteristics (Chakraborty, 2022; Chakraborty et al., 2022). The technology acceptance model (TAM) is one of the most widely used frameworks for studying technology adoption (Chakraborty et al., 2021). Leaders who recognize the significance of AI and view it as manageable are more likely to encourage AI adoption in their organizations, resulting in increased efficiency.

TAM and technology-organization-environment (TOE) framework are also widely used to study technology adoption. Unlike TAM, which focuses solely on individual attitudes, the TOE framework considers a range of

technological and organizational characteristics and external factors such as social and environmental concerns (Chakraborty & Dash, 2022). This makes it a more comprehensive model for understanding technology adoption. This was proposed by Tornatzky et al. (1990), which outlines how three main aspects of a firm's context influence adoption preferences, including technology context, organizational context, and environmental context, and its impact on technological innovations makes this framework most appropriate. The technical context encompasses all relevant technology, while the organizational context includes a company's features and resources. Finally, the environmental context comprises regulatory environments, industry structures, and the availability of technology service providers.

However, only some studies have integrated TAM and TOE in the context of AI adoption (Gangwar et al., 2015; Verma et al., 2023). AI is a complex technology that presents unique challenges for businesses looking to deploy it. Therefore, a hybrid model integrating TAM and TOE is suitable for evaluating AI deployment's socio-environmental and technological aspects in businesses, particularly within Industry 4.0. This was characterized by integrating advanced technologies such as AI, the Internet of Things (IoT), and robotics into the organizational process. The integration of AI in Industry 4.0 has the potential to transform business operations and create new growth opportunities. However, businesses must consider a range of factors, including the impact of AI on society and the environment, to ensure responsible and sustainable deployment.

AI Initiatives from the Indian Government

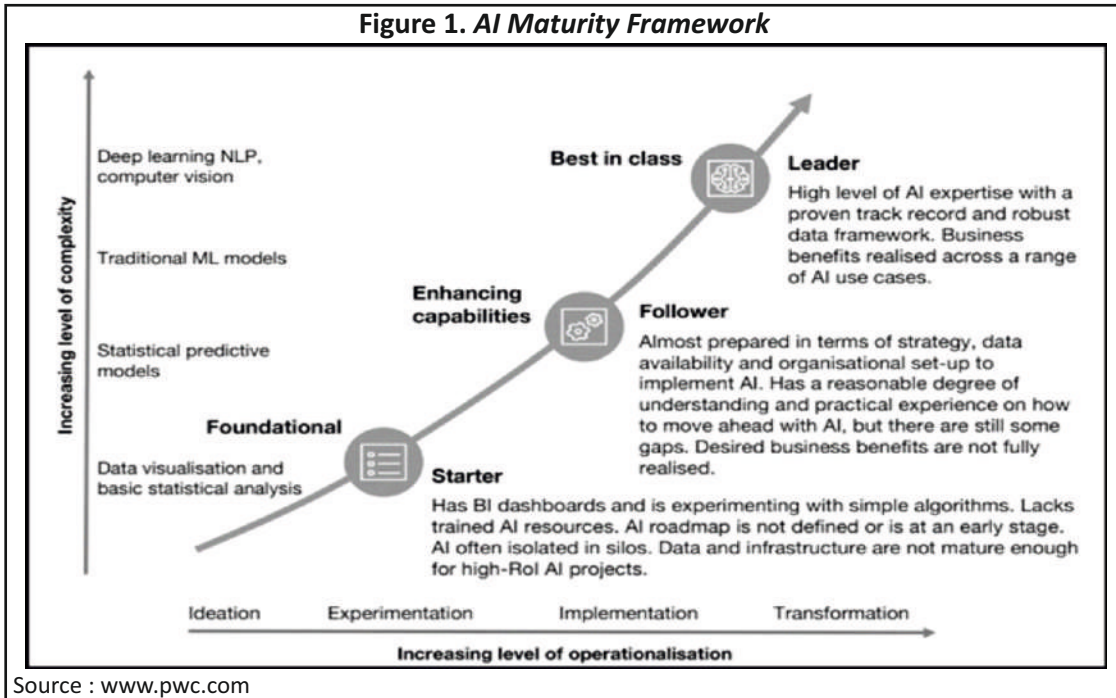
Bui and Nguyen (2023) observed that governments across the globe are increasingly recognizing the importance of AI in driving economic growth and shaping the future. In line with this, the Indian government has taken several steps to promote the adoption of AI in the country, as Chatterjee (2020) reported. One of these measures is the National AI Portal, which serves as a central hub for information, resources, and best practices related to AI. Additionally, the government has launched the National AI Mission, which seeks to establish India as a leading player in AI research and development while promoting the use of AI in various sectors such as healthcare, agriculture, and education. Furthermore, plans to establish a centralized platform for AI research and development have been announced by the Indian government, in addition to encouraging private sector companies to invest in AI through various policies and schemes. In 2020, the Indian government hosted a global conference called Responsible AI for Social Empowerment (RAISE) to explore and strategize the utilization of AI for social transformation, inclusion, and empowerment.

Moreover, the government has allocated funds for the Digital India initiative, which aims to improve internet access and promote technology across various sectors, such as e-governance, e-banking, e-education, and e-health. The government also intends to provide industry-relevant training to 10 million young individuals in AI, Big Data, and robotics. The AI Task Force, established by the Ministry of Commerce and Industry, is responsible for creating a roadmap for the application of AI in the country. It has identified 10 key areas where AI can be used for socioeconomic development. In addition, the National Institution for Transforming India (NITI Aayog) has developed an "AI for All" strategy to utilize AI for inclusive growth. The government has also proposed incorporating AI in education, defense, and agriculture.

Case Context – HR Without Humans : Is the Proliferation of AI in HR a Cause for Concern?

The buzz surrounding AI and its various applications is likely familiar to the recruiting, talent management, or HR leader. While some may still view it as a trendy topic, the integration of AI in the realm of employee experience is swiftly gaining momentum. Given its relative novelty and numerous uncertainties, the notion of AI in HR can

Figure 1. AI Maturity Framework



cause concern. However, recalling that the same reservations were expressed when computers first emerged is essential. Since then, we have made substantial progress, and there is no reason to anticipate AI being any different. There is ample reason to be enthusiastic about AI's potential in HR! By tackling some of the more mundane duties, AI can simplify our workloads and allow us to concentrate on what truly counts: being available for our employees during crucial moments. The AI maturity framework (Figure 1) assesses an organization's advancement in adopting AI based on two criteria: the complexity of the employed AI algorithms and the implementation level of AI applications. By utilizing these factors, organizations can be categorized into three groups: Starter, follower, and leader.

Research Methodology

The study utilizes Heidegger's hermeneutic phenomenological approach (Debengwa et al., 2023) to explore participants' adoption of technology behavior. Phenomenological studies follow an interpretive methodology that acknowledges the impact of emotions, values, and mindset on people's actions. Employing a phenomenological approach makes it easier to investigate technology adoption behavior. The study's primary objective is to comprehend the participants' subjective experiences and perceptions to generate insights about the central focus of AI adoption in HR management (Casmir, 1983). This methodology comprehensively depicts the participants' experiences and perceptions, thereby eliminating the researchers' causal explanations and psychological biases. The objective of this study is to investigate the adoption behavior of AI by HR managers in 11 firms located in Madhya Pradesh, utilizing a phenomenological approach. To ensure consistency, we employed in-depth interviews with HR managers that aligned with the research questions. Over four days, we conducted in-depth interviews with 15 HR managers (4 top-level and 11 middle-level) from 11 firms in Madhya Pradesh. To maintain the credibility and efficiency of the interviews, only three were conducted daily to avoid interviewer fatigue. The time period of the study is from January – May 2022. The interview questions explored how the HR manager's

personality differences influence their intention to adopt AI-based HR practices. The HR managers' attitudes, concerns, and positive views regarding AI in HR practices were categorized as either disruptions or drawbacks of AI, which are further explained below.

The Disruptions & Cons of AI in HR

The Stunning Disruptions

Recruitment & Talent Acquisition

Many companies turn to AI for HR management in their HR processes to recruit. AI can improve candidate screening, interview scheduling, and even answer candidate questions. This reduces hiring time, and less time is spent on administrative tasks, such as candidate database maintenance. AI support in talent acquisition produces immediate, measurable results with enhanced productivity for recruiters. Combining AI with human intelligence enhances the candidate experience by making the process more communicative, intuitive, and seamless. The AI features are designed to enhance the candidate experience by providing end-to-end software, automated tracking, on-demand applicant screening, and advanced data analytics. Gamification is a growing trend in recruitment that involves using game-like elements to attract and assess candidates. It can make the recruitment process more engaging and enjoyable for candidates while also providing valuable insights to employers. The hiring pipeline tool enables recruiters to manage each stage of the pipeline quickly, and interview scheduling can be synchronized automatically with workplace calendars. This saves time and effort for the HR team, allowing them to focus on more meaningful and interactive aspects of recruitment (Graham, 2021).

Onboarding

After completing the critical task of hiring, the subsequent step is to onboard the talent effectively, ensuring that their journey with the organization begins positively. By integrating AI into the onboarding process, new employees can be introduced to the company's information on their first day, and they can complete the necessary documentation. Furthermore, it can present company policies, shared workspaces, team members, and any week one training assignments. The beneficial aspect of AI in onboarding is its ability to personalize the experience to cater to individual employees and their organizational levels. Consequently, the onboarding process becomes more personalized and ultimately more impactful.

HR Administration

The HR administration aspect is distinguished for its time-consuming nature. It involves various administrative tasks such as managing holiday entitlements, monitoring employee absences, maintaining performance data, and managing timesheets. Furthermore, requests for information from employees regarding their holiday entitlements are often received multiple times, which further adds to the administrative burden. Besides these tasks, HR management collects and reports data on employee monitoring, salaries, pay information, and team and individual performance rankings. Fortunately, AI technology has the potential to revolutionize these tasks through efficient automation, resulting in significant time savings. Hence, HR streamlines various HR functions such as leave management, performance management, and shift scheduling by eliminating the need for time-consuming administrative tasks. This means that HR personnel no longer have to spend their time repeatedly answering the same questions or searching through spreadsheets for relevant employee information. Instead, they can focus on

more important tasks, such as discussing career development with employees or improving critical internal processes.

Learning & Development

In today's fast-paced world, continuous learning and development are crucial for individuals, their careers, and the organizations they work for. However, the challenge lies in the fact that skills become obsolete much quicker than before. Fortunately, AI has the potential to revolutionize learning and development by offering personalized learning pathways tailored to the needs of the learner, conversational interfaces for easy interaction, and analytics to improve e-learning. These are some of the key ways in which AI can have a significant impact on learning and development. Human resources learning and development professionals understand that each person has their own unique learning style. However, AI advancements in learning programs make it easier for organizations to tailor courses to suit various learning preferences, reducing the need for time-consuming assessments. AI-powered adaptive learning programs can dynamically modify training courses to match the learner's individual learning style as the course progresses. This is a valuable addition to learning and development initiatives in organizations of all sizes.

Talent Management

Numerous HR AI tools are emerging in the talent management domain. Talent management, as an extension of talent acquisition, involves retaining top-performing employees, ongoing skills development, and consistent motivation to encourage them to remain with the organization. In the realm of talent management, AI advancements can incorporate algorithms to forecast the probability of an employee leaving based on various metrics, including pay and rewards, time spent in the role, and performance ratings. These metrics can be compared against the overall attrition levels, allowing organizations to take pre-emptive actions to retain valuable talent. Having these capabilities supports HR and people managers by enabling them to identify potential issues before they escalate, allowing for timely interventions to take place before they become more critical. This can provide significant advantages to the organization by retaining key talent and maintaining a productive and engaged workforce.

AI Offers Benefits to the HR Field

AI has brought numerous benefits to the field of HR; many tedious and repetitive tasks can now be delegated to AI systems, freeing up practitioners' time and reducing the risk of errors caused by human factors (Dash, Rishi, Akmal, Paul, & Chakraborty, 2023). By automating these tasks, HR professionals can focus on more strategic initiatives that require their expertise and creativity, ultimately leading to greater productivity and efficiency within the organization. This highlights the positive impact that AI can have on HR practices. Experts opined that AI is not a threat to the HR profession; instead, it presents an opportunity to enhance and improve it. The capabilities of AI can help HR professionals increase their productivity and decision-making abilities, enabling them to concentrate on strategic initiatives that demand human expertise and creativity. Gartner predicts AI will create 2.3 million jobs, more than the 1.8 million positions it may eliminate. This allows HR to improve productivity and decision-making, focusing on more strategic initiatives requiring human expertise and creativity (Jade, 2021).

The Ugly : The Cons of AI in HR

Artificial intelligence cannot completely replace human involvement. In reality, there are situations where AI can hurt both you and your employees.

Machine-Generated Errors

Relying solely on computers for analysis can result in errors generated by machines. Such errors can cause incorrect data interpretation or the consideration of wrong factors while sifting through candidates. Therefore, caution should be exercised when entrusting critical reports entirely to AI.

Disseminating Biases in Hiring

Using AI to screen candidates may inadvertently disseminate biases and exclude qualified, diverse candidates. Implicit biases can be reflected in the results generated by the program if they are present in the initial parameters set up (Dash, Akmal, & Chakraborty, 2023). Furthermore, some categories cannot be broadly generalized. For example, algorithms used by job boards may prioritize candidates based on who is most likely to click on a job rather than who is the most qualified candidate. This can reinforce unhelpful stereotypes related to specific roles.

Prerequisite of HR Involvement

Although AI is useful for analyzing data and providing insights for decision-making, it may not be able to detect essential non-technical details. For example, when assessing job candidates, AI cannot account for factors such as company culture and values. Relying solely on AI to make decisions could result in a group of candidates who are highly skilled but may not excel in the workplace environment. According to a survey conducted by Oracle, 31% of respondents in the workplace preferred interacting with humans over machines.

Increased Cyber Security Risk

Chatbots are becoming increasingly popular in the HR industry as they offer a convenient and efficient way to handle routine tasks and answer common questions from employees. However, it's important to recognize that chatbots are not immune to cybersecurity threats. Hackers may attempt to exploit vulnerabilities in chatbot technology to gain access to sensitive personal or company data. If sensitive information such as employee IDs, social security numbers, or bank account details are exchanged through chatbots, organizations are vulnerable to cyber-attacks or identity theft. It's crucial for organizations to implement strong security protocols when using chatbots to manage HR transactions. This includes implementing secure authentication measures, encrypting sensitive data, and regularly updating the chatbot's software to address any potential security vulnerabilities.

Resistance

The integration of AI into HR can be met with resistance from employees who may be skeptical about its reliability and effectiveness. The automation of certain HR tasks using AI may create anxiety among employees who fear that their jobs will become redundant. Although AI-based tools can automate tasks, no technology can completely replace humans because even these tools are created by humans and can be prone to errors. However, AI can still play a role in HR if utilized correctly. To take advantage of its benefits and avoid potential hazards, it's essential to build and use AI tools with fairness and compassion in mind and take necessary security measures.

Will AI Replace the “Human” in HR?

Combining AI and HR offers new and innovative ways to utilize HR skills. Here are three ways in which AI and HR will make a significant impact together.

Predictive HR Analytics

It is gaining popularity in HR departments as it uses historical data to predict future outcomes, allowing HR to proactively address organizational challenges. Employee turnover is an area where predictive analytics has significantly impacted by identifying patterns in employee data that can help HR retain employees. Predictive models act as early warning systems that alert HR and managers to the risk factors of employee attrition, prompting managers to intervene before it's too late. For instance, Facebook found that employees who don't complete their annual surveys are 2.6 times more likely to quit within six months, enabling HR to alert managers and intervene with at-risk employees.

Enhance the Employee Experience

Using Chatbot's and AI-powered assistants at the workplace is set to grow significantly. According to Gartner, by 2025, 50% of knowledge workers will rely on virtual assistants daily, up from just 2% in 2019 (Gartner, 2019). Workplace Chatbot's and AI assistants can be used for various purposes, including answering candidate questions during recruitment, aiding new hires during onboarding, and providing immediate responses to employee inquiries. They are especially useful for global onboarding, providing instant assistance regardless of time zones. Additionally, they can help boost employee well-being and monitor workplace stress levels. Some companies are even exploring offering personalized mentoring to large groups of employees.

Reduced Repetitive Tasks

AI can streamline HR processes and reduce time spent on administrative tasks. It can automate recurring workflows, centralize employee data, and run smart reports. Research shows that the average HR manager wastes 38 days a year on manual tasks. With AI-powered technologies, HR can save time and focus on more important matters (Graham, 2021).

Undoubtedly, AI significantly influences HR, ranging from automating mundane tasks to providing data-driven insights for more impartial decision-making. As a result, companies are improving their ability to attract, develop, and retain talent. Nevertheless, HR practitioners must recognize that AI must not substitute human interaction in HR. Rather, businesses should find a harmonious balance between technology and human engagement to maximize their advantages.

Conclusion

AI has the potential to revolutionize the field of HRM, but it's crucial to weigh both the advantages and disadvantages of its use. One of the most significant advantages of AI is its ability to automate repetitive and time-consuming tasks, freeing HR professionals to focus on more strategic initiatives. Additionally, by removing unconscious biases from the hiring process, AI can create a more diverse and inclusive workforce. Another significant advantage is AI's ability to analyze large volumes of HR-related data, which can provide valuable insights to inform HR decision-making. Finally, automating certain aspects of the recruitment process can result in an improved candidate experience.

On the other hand, implementing AI technology in HRM can be expensive, and the reliability of the technology is only as good as the data it is trained on. Furthermore, using AI in HRM may raise privacy concerns, and it cannot replace the human touch and empathy required in certain HR situations. Therefore, while AI offers many benefits, it's important to consider the potential drawbacks and limitations before deciding to implement it in HRM.

Teaching Notes

Synopsis - Case Study Summary

AI is becoming more important worldwide due to advances in computing power and data availability, leading to more advanced systems that increase efficiency and productivity in business operations. India aims to become a global AI leader by leveraging its technical talent and data, with government initiatives such as the National AI Program and an AI Task Force. The use of AI in HR practices is on the rise globally, including in recruitment, employee engagement, and performance evaluation. This technology can automate tasks, reduce bias, and offer valuable insights, resulting in more efficient and effective HR processes. This technology can automate tasks such as resume screening and scheduling interviews, freeing up HR professionals to focus on more strategic work. Additionally, AI-powered tools can provide insights and recommendations to help HR teams make better decisions more quickly. While adopting AI in HR practices has many benefits, some HR managers may still have concerns or reservations. These could include fears about job loss, issues with data privacy and security, and potential biases in AI algorithms. It is important for organizations to address these concerns and ensure that the implementation of AI in HR is done ethically and responsibly.

Learning Objectives

- ✧ To understand the need for a shift from conventional methods to AI implementation in HR practices.
- ✧ To understand and analyze the added value to HR practices with AI adoption.
- ✧ To understand what behavioral challenges can be addressed to resolve the dilemmas in the adoption and implementation of AI.

Position in Course - Target Audience

- ✧ This case can be used in programs on contemporary topics at the master's level.
- ✧ This case can be used in programs in OB & HR at the master's level.
- ✧ This can be used in program business administration at the master's level.

Relevant Readings

- ✧ Lai, P. C. (2017). The literature review of technology adoption models and theories for the novelty technology. *JISTEM-Journal of Information Systems and Technology Management*, 14, 21–38.
- ✧ Mobarak, A. M., & Saldanha, N. A. (2022). Remove barriers to technology adoption for people in poverty. *Nature Human Behaviour*, 6(4), 480–482.

Assignment Questions

- (1) Explain the behavioral challenges HR managers encounter when accepting AI in HR services?
- (2) What are the challenges to AI implementation in Indian firms?
- (3) Does AI replace humans from human resources?

Suggested Teaching Strategy

Discussion Point	Time (Minutes)
Introduction to artificial intelligence	5
Discussion on technology adoption	20
Need for governance on practices of AI	20
How AI is creating value in the HR practices sector	20
Analysis of redefining the fundamental purpose of AI in HR practices	15
Challenges in adopting AI	5
Conclusion	5

Discussion Questions

(1) Explain the behavioral challenges HR managers encounter when accepting AI in HR services?

There are several behavioral challenges that HR managers may encounter when accepting AI in HR:

- ✦ **Resistance to Change.** Adopting new technologies can be resisted by employees who may be skeptical about AI's reliability and effectiveness. HR managers must communicate the benefits of AI to employees and address any concerns they may have.
- ✦ **Fear of Job Loss.** AI's ability to automate certain HR tasks may create anxiety among employees who fear that their jobs will be replaced by machines. HR managers must be transparent about how AI will be integrated into the workforce and assure employees that it will not lead to job losses.
- ✦ **Bias and Discrimination.** AI algorithms can be biased, leading to discrimination against certain individuals or groups. HR managers must ensure that the AI systems used in HR are fair and do not discriminate against anyone.
- ✦ **Data Privacy and Security.** AI relies on data to function, and HR managers must ensure that the data used is secure and protected from unauthorized access. They must also address employees' concerns about AI systems collecting and using their personal data.
- ✦ **Lack of Human Interaction.** AI may be able to automate HR tasks, but it cannot replace the human touch when it comes to dealing with sensitive employee issues. HR managers must find the right balance between using AI to streamline processes and maintaining a human connection with employees.

(2) What are the challenges to AI implementation in Indian firms?

Although artificial intelligence is expected to have a positive impact on human resources management in the coming years, HR practitioners must be mindful of potential issues that may arise.

- ✍ The primary concerns among HR managers are focused on making AI more user-friendly and secure. Security and privacy concerns are the main reasons why some people are hesitant to incorporate AI into their work.
- ✍ As discussed in the case study, according to a survey conducted by Oracle, 31% of respondents in the workplace preferred interacting with humans over machines. Therefore, HR professionals must stay up-to-date with technological advancements and trends to handle these issues efficiently.
- ✍ Employees expect their employers to prioritize data protection and obtain their consent before using technology to collect information about them. Organizations also want to feel secure from data breaches, which requires HR professionals to take a leap of faith.
- ✍ Another challenge is the maintenance of AI, which necessitates continuous evaluation and upgrades, making it a time-consuming process. Due to the shift in software, data availability is limited, posing a barrier to integrating HR operations with full bandwidth.

(3) Does AI replace humans from human resources?

No, AI cannot completely replace humans in human resources. While AI can automate certain routine and repetitive HR tasks, it cannot replace the human touch when it comes to sensitive employee issues that require empathy, emotional intelligence, and human interaction. Additionally, HR professionals play a crucial role in managing and developing the organization's workforce, which requires a deep understanding of the company culture, employee needs, and strategic goals. This cannot be completely replaced by AI.

Moreover, AI systems are programmed by humans, and their accuracy and effectiveness are based on the quality of the data they are fed. HR professionals must oversee the use of AI in HR operations, monitor the results, and ensure that the algorithms are not biased or discriminatory. In summary, AI can enhance HR operations and improve efficiency, but it cannot replace the essential role of HR professionals in managing and developing the organization's workforce.

Authors' Contribution

Aruna Polisetty and Paluri Sheela conceived the idea and developed the design to undertake the case study. Aruna Polisetty and Paluri Sheela extracted highly reputed research papers, filtered these based on keywords, and generated concepts and codes relevant to the study design. Aruna Polisetty and Paluri Sheela verified the methods and supervised the study. The interviews were conducted by Aruna Polisetty and Paluri Sheela. Aruna Polisetty and Paluri Sheela wrote the manuscript in consultation with Paluri Sheela.

Conflict of Interest

The authors certify that they have no affiliations with or involvement in any organization or entity with any financial or non-financial interest in the subject matter or materials discussed in this manuscript.

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