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Integrating artificial intelligence in human Resource management driving innovation in business operations and workforce optimization

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ABSTRACT:

Purpose: This research aims to understand the significance and perceived impact of artificial intelligence in human resource management through the level of familiarity of the HRM professionals. Despite the disposition towards using AI technologies in HRM to enhance policy-making decisions and automate processes, the literature lacks documentation on the impact of the perception of the use of AI among HR professionals.

Objective: Thus, the present research seeks to respond to three major research questions to reveal how familiarity with AI is associated with perceived workforce productivity, whether such familiarity affects the ratings of the significance of AI in the HRM practices implementation, and to identify how the familiarity with AI influences the probability of its application in the HR decisions.

Methodology: A quantitative research design was adopted to meet the study objectives. Primary data were obtained through a structured questionnaire with 230 HR professionals from different sectors and geographical locations. The questionnaire aimed to assess the target participants' familiarity with the concept of AI, perceived productivity effects of AI, and perceived relevance of AI in managing human resources. Descriptive data analyses also offered meaningful information; the Chi-Square test, Kruskal-Wallis 'One-Way ANOVA by ranks test, Spearman rho rank-order correlation, and Kendall's rank-tau correlation tests were used for data analysis. A descriptive summary of results was made using bar charts, box plots, scatter plots, and violin plots in order to

show relations and correlation. These graphical methods maintained a definite sense in the interpretation and display of the correlation involving the variables.

Results: The Chi-Square test results revealed that there was no statistically significant relationship between their familiarity with AI and their perception regarding the importance of AI in HRM ($\chi^2 = 11.33$, $p = 0.254$, $df = 9$). However, results obtained from the Kruskal-Wallis test showed that there was no significant relationship between the opinions on workforce productivity and the level of familiarity with AI Technology (Kruskal-Wallis statistic =2.22 at $p \leq 0.05 = 0.529$). In addition, the Spearman Rank Order correlation coefficient was 0.03, and the p-value was 0.616; hence, there is no correlation between familiarity with AI and productivity perceptions based on the Spearman Rank correlation coefficients test. Similarly, The Kendall's tau correlation coefficients test yielded a Kendall tau correlation of 0.03 and a p-value of 0.605, which indicates no correlation between familiarity with AI and productivity perceptions either. Using the bar chart, box plot, scatter plot, and violin plot, participants were indeed able to see that there were no major associations or correlations between these variables.

Practical Implications: Thus, the results of this study indicate that the improvement of only the level of familiarity with the use of AI may not cause an increase in workforce productivity or the perceived importance of AI in HRM. It is recommended that those organizations that are interested in incorporating AI technologies into their HR activities should incorporate antidotal practices such as training of executives and employees, the development of trust between both entities, as well as the integration of AI technologies within the HRM system alongside other organizational ideals. Knowledge of AI may not be enough to generate a positive attitude toward AI tools; rather, AI should be properly adopted and encouraged by leaders of organizations. **Novelty:** This paper fills a significant void in the literature by examining the extent of familiarity with AI and HR professionals' beliefs about productivity and AI-impacting HRM. Since prior research has only investigated the technological advantages of adopting AI in the field of HRM, this research offers fresh findings on how familiarity with AI affects its perceived viability and rejects the belief that familiarity with AI invariably leads to positive perceptions of its use. **Conclusion:** This research establishes that there is a rather minor correlation between familiarity and the level of workforce output, as well as the importance of AI in HRM. From these results, one might propose a number of other variables, including the organizational culture, the leadership support, and the general level of trust towards AI systems as more influential in the formation of HR professionals' perception of AI. Organizations need to go beyond mere awareness of the concept and have an intent to implement AI tools and techniques in their operations. It is crucial to link the AI integration process to strategic human resource management objectives. Subsequent studies should examine the relationship between AI familiarity, trust, and organizational variables to learn more about AI usage in the field of HRM.

KEYWORDS: Artificial Intelligence; AI Integration; Human Resource Management; Employee Engagement; Workforce Optimization; Technology Adoption In HR; AI-Driven Decision-Making; Data Analytics In HR; HR Digital Transformation; Organizational Efficiency; Performance Management; AI-Enabled Productivity; HR Technology; AI Adoption Barriers; Strategic HRM.

INTRODUCTION:

Artificial Intelligence (AI) is greatly revolutionizing business operations in most disciplines and industries, including human resource management (HRM). In a world where information is deemed the new oil, AI technologies help businesses collect, process, review, and utilize mass amounts of information to make better decisions, enhance production, and control expenses. AI is vital in the context of HRM because it can transform traditional HRM processes, including recruitment, employee performance management, employee engagement, and learning and development. Given the statistically significant trend of AI adoption in the HRM industry, there is a research gap that seeks to explore the level of familiarity with AI between practicing HR professionals and how it affects the perceived effectiveness of AI in regard to workforce productivity impact and organizational impact. Therefore, the current research intends to investigate this relationship with more emphasis on Familiarity with AI technology, perceived organizational productivity and perceived AI importance to HRM practices (Basnet, 2024; Halid, Ravesangar, Mahadzir, & Halim, 2024).

Several factors have contributed to the high use of AI technologies in HRM. First, information technologies and AI, in particular, help accomplish high-volume routine tasks, including candidate screening, performance appraisals, and scheduling, and redirect HR professionals' efforts to more meaningful endeavors. This automation not only enhances efficiency, saves time, and increases productivity but also has fewer ways of getting it wrong. Second, AI provides functions for predictive analysis, using which the HR professional will be able to predict

workforce trends, identify employees with the potential for the firm, and make consequential decisions pertinent to its strategic objectives. In addition, the use of AI tools empowers employees through real-time feedback, increases the attendance of training courses by using the adaptive learning paths, and increases the rates of passing the exam due to tailored approached training. Indeed, based on the findings of prior studies exploring the antecedents of AI adoption by HRM and workers, there is still only sparse understanding of the way that such factors as HR practitioners' awareness of the promising applications of such technologies may influence the attitudes of the latter toward AI and its perceived impact on the management of workers and jobs (Alrakhawi et al., 2024; Udayanan, Bargavi, Awasthi, Deshmukh, & Jadhav, 2024).

The research problem that this study aims to address is a lack of understanding of AI familiarity and how it correlates with productivity in HRM. While the benefits of utilizing AI in the area of HRM are apparent, there is a void in the literature examining if and how the perceptions regarding the implementation of AI change with the increased experience of HR professionals. This issue is quite relevant, especially now when human resources more often rely on AI implied in various significant HR processes, the rate of success in the application and implementation of which is highly dependent on the understanding and receptiveness of the user. Now, it is proved that technology adoption has some factors, such as perceived ease of use, perceived usefulness, and familiarity with technology. Hence, understanding the relationship between the level of AI familiarity and views on how AI affects productivity and workforce couldn't be more important, especially for organizations that are looking forward to exploiting the benefits AI has to offer in the management of human resources (Okatta, Ajayi, & Olawale, 2024; Oyekunle & Boohene, 2024).

While the number of papers concerning the use of AI in the field of HRM has been increasing recently, there has been little research on how the level of familiarization with the concept of AI impacts the perception of the potential consequences of its utilization on workforce productivity. Previous studies have investigated the technical impact of AI, such as increased competence, less prejudice, and better choice-making. However, the human elements that play a role in AI implementation are still fully understood. That is why the attitudes of HR professionals to AI technologies, which they are willing to adopt, may still depend not only on the perceived advantages of the AI tools but also on the degree of acquaintance with them. For example, there could be a difference in an employee's positive attitude towards the use of AI to make decisions versus that of a junior employee who might lack knowledge of the advanced technology and might, therefore, be hesitant in implementing it due to issues to do with privacy, displacement, and reliability of AI systems (Nawaz, Arunachalam, Pathi, & Gajenderan, 2024; Rismayadi, 2024).

Consequently, if the understanding of AI is low among HR professionals, such a factor might turn into a decisive factor for AI implementation in the future of HRM. The goals of this work are to investigate the correlation between familiarity with AI and perceived workforce productivity, to determine how familiarity with the use of AI may impact the perception of the importance of AI in the management of human capital, and to assess the impact that familiarity with the use of AI has on the likelihood of the adoption of these technologies by the HR specialists. Regarding these objectives, the study aims to fill the existing literature knowledge gap on the influence of AI familiarity on HRM. Specifically, the study aims to answer the following research questions: In what way does the level of familiarity with AI affect the perceptions of human resource professionals of the outcomes of AI on workforce productivity? Does the level of AI familiarity influence the feelings of HR professionals on the role of AI in today's HR? Lastly, how is familiarity with AI related to the probability of using AI in HR decision-making? (Hamadaqa et al., 2024; Han, 2024b).

To these ends, the present research adopts a quantitative research approach that administers a structured questionnaire to HR professionals across the spectrum of familiarity with AI. Therefore, the designed questionnaire embraces multiple choice questions that aim to assess the awareness of the respondents regarding AI technologies and their attitude towards the roles and significance of AI in the nature and quality of workforce productivity, as well as in the HRM domain. The participants of this study are 230 HR professionals from various organizations and different locations, which indicates the generalizability of the results across industries. To compare the chi-square test, the Kruskal-Wallis test, Spearman's rank correlation coefficient, and Kendall's tau correlation coefficient are used to analyze the questions related to Artificial Intelligence familiarity, AI productivity opinions, and AI importance perception. These tests help to get a deeper understanding of the results, and the latter, in turn, are more accurate and reliable (Ali & Rafi, 2024; Jayakarthika et al., 2024).

Such a structure of the paper is chosen to offer the reader a logical flow from the research background to the

findings. After this introduction, the subsequent literature review section critically discusses the state-of-the-art AI studies, especially in the paradigm of HRM, with research attention paid to AI familiarity and productivity outcomes. I use the literature review to indicate the existing research voids and sit the study within the existing research framework. In the method section, the research methodology, data collection processes, and analysis method applied to the study are described to make the study highly replicated. The results section gives a statistical analysis of the study without any form of explanation and is always organized, straightforward, and systematic. The discussion section analyses these findings with reference to the extant literature, the contribution of the study to the prevailing knowledge base as well as the implications of the study to the field of HRM and organizations (Rohit, Saini, & Pawar, 2024).

Lastly, the implications section disseminates the major findings of the study along with a proposed research agenda. Altogether, this paper fills the gap in the literature by analyzing the impact of familiarity with AI on workforce productivity impressions and the role of AI in the context of HRM. Since AI technologies remain essential to different HR functions, we need to know the human factors, which include familiarity, trust, and perceived utility, that drive or hinder the acceptance of AI to improve organizational outcomes for organizations that strive to optimize the benefits of AI. This study offers useful information for HR professionals and organizations based on the assessment of the correlation between AI familiarity and productivity for enhancing the usage of AI in workforce management. By utilizing survey data from 230 HR professionals, this paper adds to the existing human resource AI literature and provides a starting point for research into the role of AI familiarity in the technology adoption process (S. Chowdhury, Budhwar, & Wood, 2024; Han, 2024a).

LITERATURE REVIEW:

The use of AI in HRM has received a lot of interest in the past few years as organizations seek ways to integrate AI technologies into their systems to drive workforce performance and efficiency. Most organizations are adopting AI in different areas of HRM, including AI in Recruitment, AI for Performance Management, AI for Employee Engagement, and AI for Learning and Development. In line with this line of research, the current literature review seeks to assess the existing literature on the effects of AI on the HRM field from the viewpoint of AI familiarity, productivity levels of the workforce, and perceived AI significance in the fashioning of measures for the HRM function. It will also lay down the horizon of the existing literature and place this research in that context to justify why more studies in these areas are warranted (Olawale, Ajayi, Udeh, & Odejide, 2024).

In the past decade, many investigations have examined how the adoption of AI enhances the area of HRM. Implementations of technologies like machine learning, NLP, and big data analytics have predicted that conventional HR models can be transformed. These technologies help HR professionals in carrying out some of the routine tasks, including resumes, interviewing, and evaluating employee performance, thus creating time for other critical tasks to be undertaken. Boudreau et al. further suggest that the application of AI in Human Resource Management can lead to efficiency in undertaking HRM functions, which include the provision of data that enables data-driven rather than bias decisions in talent management. In addition, AI can help the HR profession spot talent, predict the demand for talent, and increase talent retention through targeted training and development. AI has made quite an entry in recruitment and talent acquisition, specifically in exclusive talent acquisition. Automated systems can sort through substantial amounts of candidate information within a short time, thereby helping a recruiter select the best candidates (Joshi, Singh, & Rani, 2024).

Daugherty et al. also points out that AI can eliminate prejudice in hiring by not considering candidates' looks or knowing their friends and relatives. Also, as per the aspects of HRM, the use of AI can improve the candidate experience by recommending jobs suitable for the candidate and even making the application process easier. Nevertheless, sarcastic and cynical polarized views, human creative and innovative patterns, job seekers' unexpected behaviors, and certain ethical concerns with AI, including 'algorithmic bias' whereby Kaur et al. contributed to the-shift from merit-based employment opportunities to race, gender, and other prejudices based on artificial intelligence in recruitment. These concerns point to the questions of how AI systems are designed and how AI tools are being used and clearly show the necessity for constant auditing of AI in order to check that AI will remain fair and inclusive (Bijoria, 2024).

Aside from the area of recruitment, there is supporting evidence that AI contributes positively to performance management and engagement. Computerized performance management systems could give timely feedback to employees and help them become more effective in their tasks to meet organizational objectives. These systems also gather information from different sources, including employee feedback forms, social media, and appraisals,

and then provide feedback and development recommendations to the employees. Pulakos et al. have found that the use of performance management innovations driven by artificial intelligence helps to increase employee motivation because they get the invaluable and timely feedback they need. In addition, such systems could flag potentially problematic behavior by the workers and alert the concerned HR specialists to prevent the exasperation of the situation (Krishnan, Praveen, & Poorani, 2024; D. Sharma et al., 2024).

In the field of learning and development, we have seen how AI has facilitated the construction of learning journeys for the employee. Machine learning can help with determining skills, desired occupations, and other learning characteristics that will allow the selection \\of proper training programs. This is useful in the development of personnel for organizational efficiency on the basis of what is relevant to the scope of duties of the employees in a given firm. Noe et al.'s findings showed, after analyzing the conceptual proposal, that individuals are more committed if organizations offer personalized learning supported by AI technology to improve their level of engagement, retention, and performance. However, insights into the extent of the familiarity of AI among both HR professionals and employees, as well as how this familiarity impacts their views on the effectiveness of AI in enhancing HRM productivity and achieving optimum workforce outcomes, remain scarce (Gupta & Kumar, 2024).

There is scant evidence in the context of the extant literature regarding knowledge of AI among human resource professionals and their impact on the workforce. Although previous research has revealed that AI enhances operational productivity, little has been done to understand whether the level of AI awareness impacts the perceived AI adoption and its value among HR professionals and employees. An example of this is the study done by Jarrahi et al., where they propose that prior experience with AI has a predetermining influence on the application of AI systems in organizations. Their research found that HR professionals who are well acquainted with AI are likely to endorse AI in decision-making and consider the worth of AI in enhancing employer workforce productivity. While established organizations are most likely to be already using AI technologies in execution, several other factors bear this out, and they may shy away from these technologies despite not fully understanding them due to our next factor (Jhurani; Rahaman & Bari, 2024).

A study conducted by Marler, Brockman, and Zhang investigated the effects of AI on the performance of employees, hinting that companies that offer sufficient AI training for their workers record improved results. Employees who have the knowledge and understanding of these specific technologies were more self-assured in applying and implementing AI for the accomplishment of work, hence enhancing performance. The result coincides with the research on the use of new technologies where organizational users' education is deemed crucial in defining successful technology use. This implies that the level of AI adoption among the practitioners in the HRM role and employees implies a strong relationship between how aware they are of AI and its integration into the workforce management system (Tasheva & Karpovich, 2024).

However, the following research gaps emerge, to some extent, even when focusing on AI in HRM: First, although past literature has been centered on the technical issues related to the promotion of AI, relatively more emphasis has been made on the managerial factors affecting the uptake of AI. For instance, information concerning the impact of the level of familiarity that HR professionals have with AI on their attitudes towards the use of AI, as well as the perceptions of AI's effects on workforce productivity, lacks sufficient research evidence. In fact, according to Jarrahi et al., lack of knowledge of AI familiarity impact on attitudes is a critical research gap, which has to be addressed to come up with real strategies that can enable the integration of well-balanced sentiments of AI into human resource management practices. This shortfall in literature reveals the imperative need for future research focusing on the certain extent of awareness affecting the decision-making of HRM and their perceptions about AI capabilities to enhance workforce performance (Adenekan, Solomon, Simpa, & Obasi, 2024; Thakur, 2024).

Furthermore, although there are a number of papers that examined the ethical challenges of AI in HR selection and performance appraisal, relatively few papers addressed the influence of AI on strategic decisions at the organizational level. Research work by Stone et al. reveals that AI has the competence to revolutionize HRM for intended data-driven decision-making for organizational goals. However, there is little literature that directly links the level of concern about AI among HR professionals with what they know about AI and how they might go about it in order to facilitate AI-based strategic WFP. This gap is important as the artificial intelligence decision-making process impacts the engagement, performance, and productivity of the employees. Further studies ought to be conducted with a view of establishing how advance familiarity with AI impacts the functioning of HR

professionals in the context of utilizing AI in developing long-term workforce planning and the organization more broadly (Aguinis, Beltran, & Cope, 2024).

These ALs, of course, hold only for optimizing effectiveness and efficiency; however, there is a potential flaw that has not yet been addressed rigorously: how organizational members perceive the AI and, more importantly, how the perceived AI affects employee trust and morale. AI definitely has the potential to contribute to employee engagement because the system offers personalized feedback and development opportunities for the employees; however, there is a possibility that employees do not trust the existence of such systems because they may think that systems are rigid, cold and may have some errors they commit. Brougham et al.'s study states that one way through which employers can have assurance in these systems is through enhanced satisfaction by acknowledging and increasing the accountability of the systems. Although prior research has endeavored to incorporate the concept of AI familiarity into employee trust in AI-driven HRM practices, it is still scant. This relationship is important to understand because trust is one of the main prerequisites for the implementation of AI technologies at the enterprise level (Allil, 2024; Lingao, 2024).

Subsequent studies should examine ways through which HR professionals can increase credibility and acceptance of the AI systems within the organization by utilizing familiarity and openness. Based on these gaps, the current research studies seek to fill the gaps by investigating the familiarity, overall workforce productivity, and the importance of AI in the context of HRM. By narrowing this study's findings to the extent of knowledge that HR professionals have about AI and its influencing effects on productivity and decision-making, this research aims to fill the existing gap in the literature and offer insights for organizations' managers about the efficient implementation of AI in practices of HRM. However, this study will look at the relationship between the familiarity of AI and its role in maximizing workforce optimization to come up with alternative insights into factors that will enhance or alter the adoption of ai in the context of HRM (Adigwe et al., 2024).

As evidenced in the literature, we can see that there is potential for AI to bring a major change in HRM, increase productivity, and minimize prejudices when selecting the workforce. Nevertheless, further knowledge needs to be gained on how the levels of familiarization with AI are related to the successful implementation of these applications. Further, as the application of AI in HRM advances, core attributes required in the organization include familiarity, trust, and engagement in consideration of AI among Organizations intending to employ AI in workforce management. This paper will offer a wealth of knowledge about these matters, with more work to be done to provide a rich database and lend direction to organizations in applying AI to HRM effectively. In conclusion, The literature reveals that there are significant opportunities for studies on AI in HRM have be synthesized in exploring AI impact on recruitment, performance management, and employee engagement; however, there are research gaps that should be filled (Khan, Faisal, & Thomas, 2024; Vapiwala & Pandita, 2024). Unfortunately, studies concerned with using AI familiarity to understand the relations between productivity and effective decision-making in the workforce have not garnered enough emphasis, and there is a need for more analysis of how familiarity with AI influences the perceptions held by HR professionals and employees about the opportunities and threats associated with AI implementation. This is where this study aims to make a research contribution, seeking to establish how familiarity with the use of AI influences workforce productivity to help grow the general body of knowledge related to AI use in HRM (Ekuma, 2024).

METHODOLOGY:

The Data Research approach of this study focused on identifying the level of familiarity of the workforce, their productivity, and the role of AI as perceived by them or as considered important in workforce management, particularly in HRM. The study design was rigorous in order to reduce bias, maximize reliability, and allow for a systematic review of the findings. In this study, the research design adopted a mixed method research design but largely relied on quantitative data from survey data. An onion model was adopted in the research process in order to offer a clear and easily understandable model of the procedure taken in arriving at the findings coupled with the decisions made at several phases of the research. First, the research philosophy in the present study was based on positivism because the main purpose of the research was to find empirical truths based on the numerical data collected. This research assumed that these phenomena, namely, AI familiarity, productivity, and the perceived importance of AI, could and should be assessed quantitatively without being influenced by the researchers themselves. This positivist philosophical stance is suitable for quantitative analysis and statistical methods, which were used in this study (Rasheed, Khalid, Ali, Rasheed, & Ali, 2024; Sundarapandiyan Natarajan, Subbaiah, Dhinakaran, Kumar, & Rajalakshmi, 2024).

In this research, the development of the theory was deductive. Thus, the current research initiated a theoretical evaluation of the literature regarding the integration of artificial intelligence in human resource management and its impacts on workforce productivity as well as functioning. Based on the literature, a specific hypothesis was formulated about the possible relationship between the levels of AI familiarity and productivity, as well as between the level of AI familiarity and the perceived importance of the role played by AI. These hypotheses were then analyzed statistically, and the results were then compared to the theoretical postulates made at the onset of the study. The research method used was the survey method, which enabled the researcher to interview a large population. The participants were asked about their awareness of AI, their views on ways AI influences the productivity of employees, and lastly, how significant they think AI is in the current world of Human Resource management (Al-Faouri, Abu Huson, Aljawarneh, & Alqmool, 2024).

This approach was chosen because only this kind of data could be collected, which could then be quantified and include statistical analysis, as the study has a positivist perspective and zeroes in on the quantitative approach. Structurally development questionnaire was used as a tool for data collection. The questionnaire comprised closed items exclusively in the form of multiple choices, offering both nominal and interval data. These variables meant that a range of tests could be performed where appropriate and, indeed, constitute a study limitation. These questions were aimed at the extent of knowledge of AI in HRM, the participants' perception of how AI would enhance productivity, and how much they considered AI in HRM significant. The questions were also designed in such a way that they offered useful information that could be useful in the next statistical analysis. The sampling population for this study included different working professionals in the field of human resource management (HRM) and other interested populace involved in managerial decision-making of the workforce and Artificial Intelligence technologies (Arsu, 2024; Polisetty, Sowdamini, Lakshmi, & Athota, 2024).

Due to the nature of the research, the population sample range was wide and varied in various fields: companies, sizes, and geographic locations. Such distribution enabled exploring the potential differences by the level of familiarity with AI and the attitude to productivity motives across different sectors and regions. For the survey, a sample size of 230 participants was chosen. Non-probability purposive sampling was carried out because the study prefers people who have some experience or knowledge of artificial intelligence and human resource management. Participants were chosen with reference to work experience to avoid receiving immature views in regard to the use of AI technologies and experience of HRM practices. Such an approach proved useful in making definite that the collected data would be useful and appropriate for answers to some of the research questions formulated in the study (Alabi, Adedeji, Mahmuda, & Fowomo, 2024).

With respect to demographic characteristics, the participants of the study covered a rather large age range, which allowed them to include persons at different stages in their careers, from young professionals in HR departments to top officials. The participants also differed in their education level; the majority of them were in business, management, or some technical field. On a geographical basis, the participants are distributed in various areas, mainly North America, Europe, and Asia, giving the study of AI integration in HRM have a global view. This make-up of respondents was crucial to avoid bias that could be occasioned by selective surveying of participants from certain geographical regions or industries whereby the perception and reality on the applicability and effectiveness of AI in Human Resource Management were likely to differ.

Concerning the data analysis, a series of hypothesis testing techniques were employed to evaluate the Interaction between AI familiarity, productivity opinions, and engineering importance (Khang, Rath, Mishra, Rautrao, & Panda, 2024; R. C. Sharma & Kohli, 2024).

The first used test was the Chi-Square test. This test was conducted to see if indeed AI familiarity influenced the perceived importance of AI in the context of HRM. Using data based on categories, the Chi-Square test compares the participants' response frequencies of expected and observed values to figure out if the separating factors matter. Subsequently, the Kruskal-Wallis test was used to assess productivity opinions in terms of different levels of familiarity with AI. This non-parametric test is particularly useful when the dependent variable is ordinal and the analyzed groups are independent, which is exactly the case in this study. The Kruskal-Wallis test enables the comparison of more than two groups, and it is applied when the normal distribution assumption necessary for the use of the ANOVA test is violated. Here, it was performed to establish the differences in the productivity opinions of the participants with different levels of familiarity with AI. Two correlation tests were also applied to explore the relationship between AI familiarity and productivity opinions: Spearman Rank Correlation and Kendall's Coefficients of Rank Correlation (Olutimehin, Ofodile, Ejibe, Odunaiya, & Soyombo, 2024).

They are both applied with ordinal data, and the test is used to determine the degree and direction of a relationship between the two variables. Spearman's Rank Correlation establishes the extent to which the variables are related through the use of a monotonic function. Kendall's Tau is used to study the ordinal relationship between two variables of study. It captures the change in rank of two variables. These tests were chosen to give a stronger index of the relationship between perceived familiarity with AI and productivity opinions, thereby enabling the researchers to determine if rising familiarity with AI influenced respondents' views as to the impact of AI on workforce productivity. This study adopted the research onion model to guide the overall approach to the study; thus, each of the layers of the model was in harmony with the general study aims. Beginning from the outside region, the picked research philosophy was positivism since the reasoning depended on measurable factors. The theory was developed and tested deductively from the hypothesis generated from the literature review and then subjected to statistical analysis (Mossavar-Rahmani & Zohuri, 2024).

The research strategy within the study of using the structured survey enabled the researchers to gather many cases that could be statistically tested. This strategy was complemented by the use of cross-sectional data, which is data collected at a single point in time and is common for survey-based research. Last, the process of data collection and data sampling was professional to collect only relevant data for the studied population. The Types of Chi-squares, Kruskal & Wallis, Spearman Rank Order, and Kendall's Rank Order test selected here were in view of the nature of data and research questions. These tests were chosen to validate that data was analyzed according to the type of the variables and the nature of the scaling categorical and ordinal variables used, respectively. By using both Spearman's and Kendall's correlation tests, the data was fully analyzed to get a proper insight into the correlation between familiarity with AI and productivity opinions. Concerning replicability, the present study developed a clear and rather detailed description of how the research was conducted, the sampling procedures, used data gathering and analysis tools, and statistical analysis (N. L. Rane, Paramesha, Choudhary, & Rane, 2024). Thus, future researchers might want to replicate the present study in other settings, for instance, in other industries or countries, such as exploring the role that AI plays in those contexts. The methods also employ well-established statistical analysis that makes the study more replicable because statistical methods form the basis of most studies and can, therefore, easily be applied to sets of data. Consequently, the following research used a comprehensive and systematic approach as outlined in the research onion model to examine the relationship between familiarity with AI and the general perception of productivity and the prevalence of the importance of AI in the practice of HRM. Two hundred thirty participants were randomly selected from a large number of industries and geographical areas, and the data collected were tested using multiple statistical tests. A clear explanation of the research methodology, data collection, sampling method, and analysis makes the study more rigorous. It makes it easier for future studies to replicate and gain a better understanding of the role of artificial intelligence in human resource management (Hongmei & Ferdaous, 2024).

RESULTS:

The chi-square test was used to analyze whether there is any statistically significant relationship between AI familiarity and the perceived relevance of AI in HRM practices. These led to a chi-square test statistic of 11.33 and the associated p-value of 0.254 with 9 degrees of freedom. Also, as the p-value is greater than 0.05, we can state that there is no statistically significant correlation between AI familiarity and the importance of AI to HRM. Table 1 below highlights the results of the Chi-Square test with observed frequencies and expected frequencies on the basis of the level of AI familiarity. Comparison of all the observed and the expected frequencies obtained was nearly accurate, thus indicating that little variation had occurred among the groups (Geethanjali et al., 2024).

Test Name	Metrics	Chi-Square statistics	p-value	Degrees of Freedom	Interpretation
Chi-Square Test	Chi-Square statistics	11.33	0.25389	9	No significant association between AI familiarity and importance ($p > 0.05$)

Table 1: Chi-Square Test shows the Chi-Square test results, assessing the association between AI familiarity and

the perceived importance of AI.

In Figure 1, we have taken a bar chart to compare observed and expected frequencies. This graph shows the number of participants within each AI familiarity level and the perceived importance of AI. We have bars that show the observed frequency and lines depicting the expected frequency if the two are independent. As noted earlier and as evidenced by the above chart, the two distributions are rather similar, and this adds strength to the statistical findings showing that they are independent of each other. The bar chart illustrates the level of familiarity of participants with AI, and the distinction between it and the theoretical expectation can be seen in the figure itself. This graphical illustration compliments the findings of the Chi-Square test analysis and the evidence arising thereof to support the pre-subscripted hypothesis of no significant difference between the presented groups (Agnihotri et al., 2024).

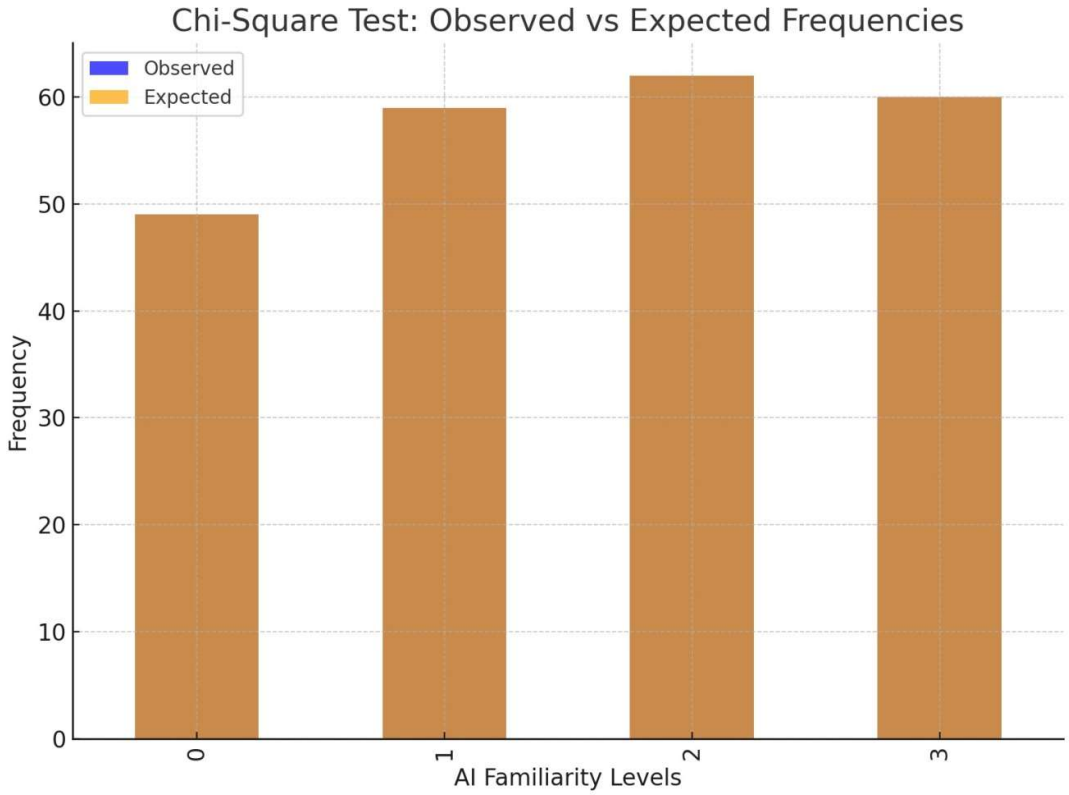

Figure 1: Chi-Square Test: Bar chart comparing the observed and expected frequencies of AI familiarity and perceived importance of AI.

Following this, the Kruskal-Wallis test was used to test the hypotheses, asking if there are qualitative differences in opinions on workforce productivity between different levels of familiarity with AI. This non-parametric test was used because the data for productivity opinions are of ordinal type. The Kruskal-Wallis test results displayed in Table 2 show the Kruskal-Wallis statistic of 2.22 and a p-value of 0.529. The conclusion is that there were no significant differences in productivity opinions between the respondents with different levels of AI familiarity because the p-value is more than 0.05. This means that, no matter the level of awareness, respondents had the same perception of the effect of AI on workforce productivity (Al Samman & Al Obaidly, 2024).

Test Name	**Metrics**	**Kruskal-Wallis Statistic**	**p-value**	**Interpretation**
Kruskal-Wallis Test	Kruskal-Wallis Statistic	2.22	0.52871	No significant difference in

				productivity opinions across familiarity levels ($p > 0.05$)

Table 2: Kruskal-Wallis Test presents the results of the Kruskal-Wallis test, comparing productivity opinions across different levels of AI familiarity.

To observe the distribution of the productivity opinions across the levels of familiarity with AI, I am presenting the Box and Whisker Plot represented in Figure 2. This figure shows which box represents the interquartile range of productivity opinion in each group familiar with AI. The horizontal lines in the middle of each box represent the median productivity opinion of each group. The whiskers represent the range of opinions until the actual extremities are scored; dots illustrate these extreme scores. Displayed in this manner shows that there is no variation between all levels of familiarity in terms of productivity opinions where the IQRs are aligned. I also find that no group significantly deviates from others, which is in line with the result from the Kruskal-Wallis test. This box plot can, therefore, be used to provide a visual affirmation that productivity opinions are, indeed, invariant across familiarity with AI (M. Chowdhury).

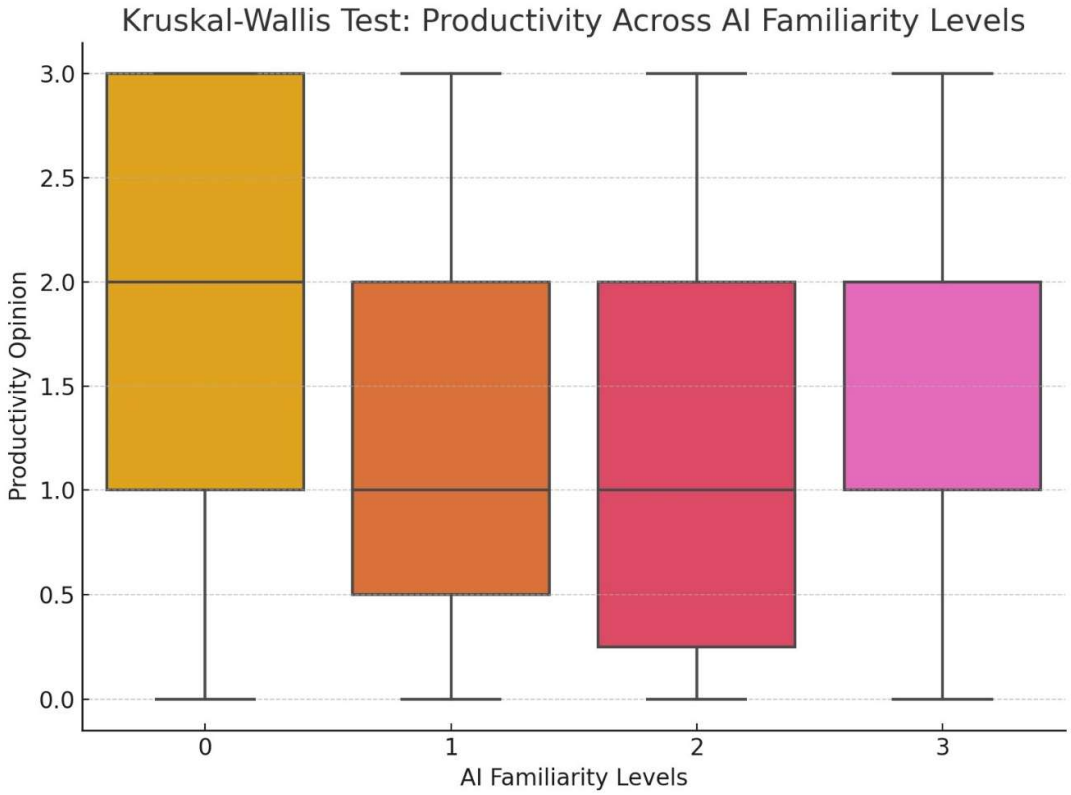

Figure 2: Kruskal-Wallis Test: Box plot illustrating the distribution of productivity opinions across different AI familiarity levels.

To further explore the relationship between AI familiarity and workforce productivity opinions, we applied two correlation tests: Spearman's Rank Correlation and Kendall's Tau Correlation. These tests have been selected as they apply to ordinal data, which they believed would provide an ideal condition for establishing the strength and direction of the relationship between the level of familiarity with AI and the productivity opinions held. Two correlation tests were used in this study to control for validity and reliability on the same set of variables. Spearman's rank order correlation was used to analyze the correlation between familiarity with AI and opinions on productivity. The collected data are summarized in Table 3 which shows a correlation coefficient of 0.03, and a p-value of 0.616. Accordingly, since the observed p-value is significantly larger than 0.05, we do not find a

significant relationship between familiarity with AI and opinions on productivity. In other words, fluctuating levels of familiarity with AI do not seem to impact respondents' attitudes toward workforce productivity (Martini, Bellisario, & Coletti, 2024).

Test Name	Metrics	Spearman's Correlation	p-value	Interpretation
Spearman's Rank Correlation	Spearman's Correlation	0.03	0.61585	No significant correlation between AI familiarity and productivity ($p > 0.05$)

Table 3: Spearman's Rank Correlation provides the results of Spearman's Rank Correlation, measuring the correlation between AI familiarity and productivity impact.

A scatter plot exhibited in Figure 3 displays the relationship between familiarity with AI that resulted in opinions about productivity. Every dot on the scatter plot figure can be interpreted as an idea representing one of the respondents; the variable of the horizontal axis presents familiarity with AI, and the variable of the vertical axis presents an opinion on productivity. The scatter plot does not show any pattern that would clearly associate the two entities, and the near horizontal line of best fit further simulates this. The scatter plot further reinforces the statistical finding from Spearman's Rank Correlation: Overall, we still hold similar opinions of productivity regardless of the alteration of familiarity with AI (BENHMAMA & BENNIS, 2024).

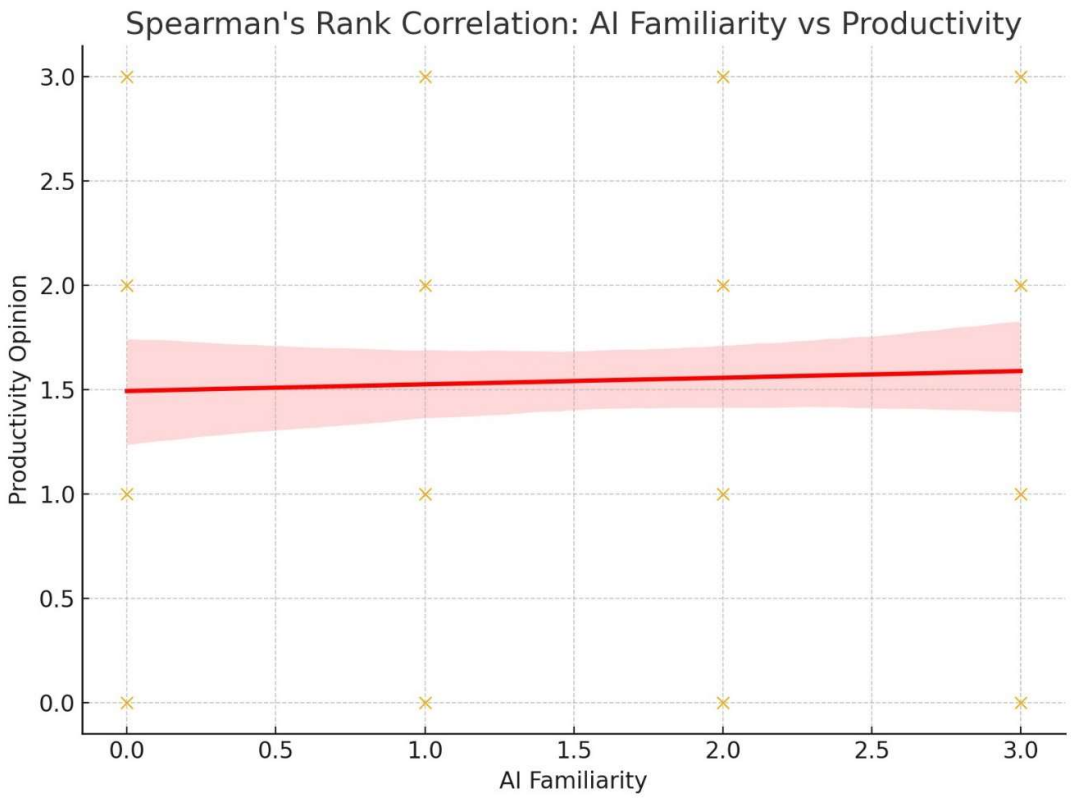

Figure 3: Spearman's Rank Correlation: Scatter plot showing the relationship between AI familiarity and productivity, with a line of best fit.

In the same way, the Kendall's Tau Correlation test was used to check the significance of the relationship between familiarity with AI and opinion on productivity. The Kendall's Tau coefficient was also computed as 0.03 with p

= 0.605, as indicated in Table 4 below. As it can be seen, Kendall's Tau test results also reveal an absence of correlation between two factors, as is similar to Spearman's test. As the two correlation test coefficients are highly comparable, this goes on to confirm that it is unlikely that there is any notable relationship in this dataset between familiarity with AI and opinions about the impact of AI in the workforce (Badghish & Soomro, 2024).

Test Name	Metrics	Kendall's Tau	p-value	Interpretation
Kendall's Tau Correlation	Kendall's Tau	0.03	0.60510	No significant correlation between AI familiarity and productivity ($p > 0.05$)

Table 4: Kendall's Tau Correlation displays Kendall's Tau correlation results, assessing the relationship between AI familiarity and productivity impact.

These results are shown in graphic form in Fig. 4, which presents a violin plot of the distribution of productivity opinions with reference to AI familiarity. The violins in the plot mean the distribution of responses in each AI familiarity group up to the mean values in both cases. The width of each violin represents the overall frequency of distribution of the responses across each productivity opinion level. The equal distribution of violin A and B for all familiarity levels for violin also implies that there is no significant relationship between productivity opinions and AI familiarity. This graph supplements Kendall's Tau test outcomes by graphically showing that neither opinion about productivity improves with familiarity with AI (Awaludin, Yasin, & Risyda, 2024).

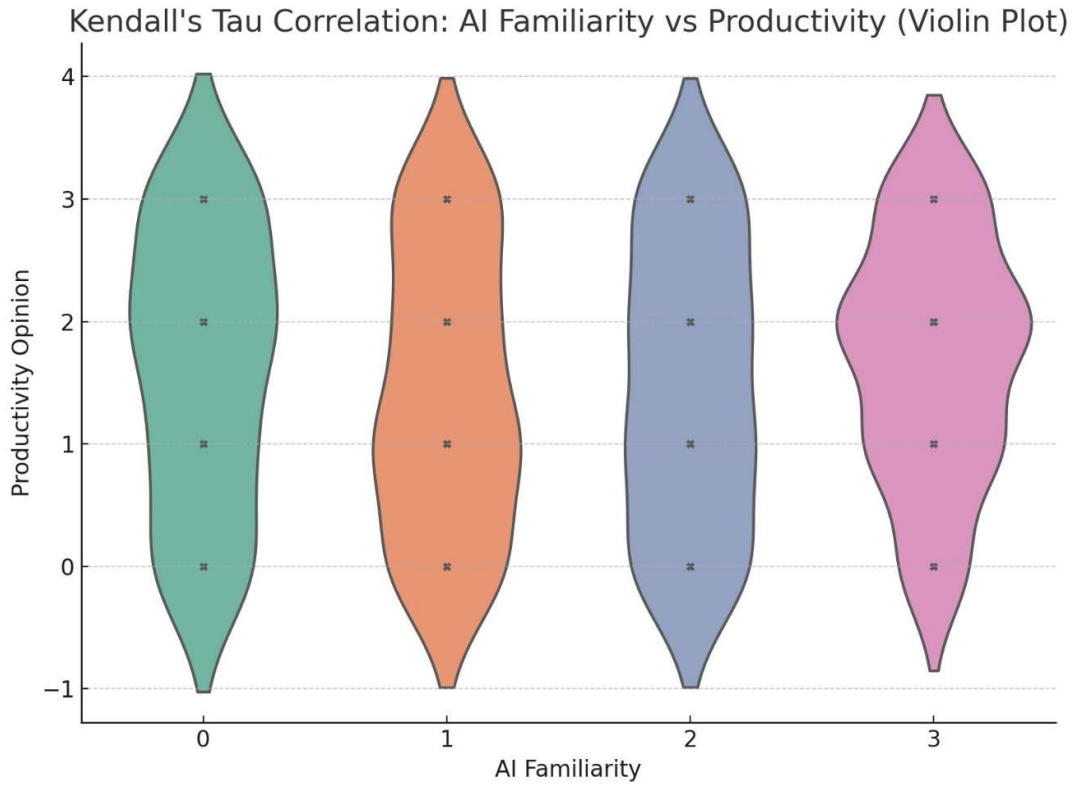

Figure 4: Kendall's Tau Correlation: Violin plot displaying the distribution of productivity opinions across AI familiarity levels.

To mitigate against this, Spearman's Rank Correlation and Kendall's Tau Correlation were both conducted on the

same variables, and these were AI familiarity and productivity opinions. Spearman's rho and Kendall's tau tests also yielded comparable coefficients [.03 for both], as well as comparable p-values [.616 and .605, respectively]. The non-significant correlation between AI familiarity and the productivity opinions we found in paper 2 may well be mirrored in paper 1's results, and, therefore, the combined results tell a compelling story of how there is likely no relationship between these two variables. Employing two different correlation analysis options adds to the validity of these findings and rules out the discrepancy in techniques as the reason for no correlation. In this section, study findings have been discussed extensively to demonstrate the relationship between the independent and two dependent variables in detail. We tested non-significant differences in AI familiarity with the perceived importance of AI using the Chi-Square test and the Kruskal-Wallis test, proving non-significant differences in productivity opinions related to the levels of AI familiarity (Fenwick, Molnar, & Frangos, 2024).

Spearman's Rank Correlation and Kendall's Tau Correlation both showed that there is no correlation between opinions on productivity and familiarity with AI. These findings are well complemented by the graphical representations below. The bar chart in figure 1 shows that the observed frequencies are very close to the expected frequencies for the Chi-Square test Statistic. In contrast, the box plot in figure 2 confirms that there is no significant variation in productivity opinions depending on the level of familiarity with AI from the Kruskal-Wallis test Statistic. The correlation tests lack any evidence or significant relationships presented in Figure 3 scatter plot, and Figure 4 violin plot indicates no major difference in opinions based on familiarity with AI. The converging patterns of these results across the multiple analyses reinforce the validity of the analyses. This has helped in ensuring that the verdicts arrived at from the study are very sound and supported by both the statistics analysis conducted and the graphics (Annisa, Dalimunthe, & Lumbanraja, 2024; Ravesangar, Halid, Mahadzir, & Singh, 2024).

DISCUSSION:

The perceived importance of AI in HRM and the level of familiarization with AI impacts workforce productivity are the significant findings of this study. Therefore, after conducting a Chi-Square test, a Kruskal-Wallis test, Spearman's Rank Correlation, as well as Kendall's Tau Correlations, this study determined that there are no relational effects between the variable of interest; AI familiarity and workforce productivity, or AI familiarity and the perceived importance of AI in HRM. It is significant to ask questions based on these findings about how AI familiarity influences the positive or negative attitude of HR professionals toward AI and its changes to HRM procedures. Based on the available literature, the outcomes indicated that even if AI is becoming more incorporated in various HRM tasks, the awareness of HR specialists in technologies based on which AI is constructed or implemented is not the crucial factor of the received effect, which HRM could expect. In light of these insights, this paper's discussion synthesizes the results with the extant literature and discusses avenues for future research (Nair; Riani, 2024).

The results related to the absence of a relationship between AI familiarity and workforce productivity are especially discussed because the subject of increasing workforce performance through AI technologies has been recently established as a key research interest. Research proved that with the implementation of AI, productivity could increase due to the automation of tasks, utilization of big data, and implementation of individualized training programs for employees. For example, Boudreau et al. contended that AI could redesign the HRM function by optimizing resources and reducing bias in decision-making. However, the findings of this study show that the level of awareness of AI from the participating HR professionals does not directly affect their view on AI enhancing the productivity of the workforce. This is a contradiction to the notion that public understanding of AI will always lead to a positive attitude towards the technology, hence the argument that other factors may be a much larger determinant of attitude towards it (Eyo-Udo, 2024).

In view of this, it is suggested that there might be inadequate Interaction between the levels of familiarity with AI and the perceived productivity due to differences in the organizational environment of the participants involved. But again, borrowing from Jarrahi et al., the extent of AI adoption in the context of HRM can be discussed in terms of the level of AI familiarity among the HR professionals and the organizational culture within the firm, the strategic priorities within the firm, and the degree and kind of investment made in AI technologies. Thus, it could be understood that participants of this study are aware of the usage of AI tools but might work in organizations where integrated application of AI in critical aspects of HRM is not evident, or not fully optimized. Again, this may have hindered the participation from being exposed to the productivity-enhancing skills of AI, hence having a neutral or a blind impression of the Impact of AI on workforce productivity (Balcioğlu & Artar, 2024).

Besides, it would be interesting to consider such factors as skepticism or uncertainty concerning AI technologies. There are many papers on the positive impacts of AI in HRM. Still, it is also possible to find increasing papers that show the risks involved in the adoption of AI in HRM concerning trust, data protection, and prejudice. The authors Kaur and co-authors say that, as identified by the respondents, both the HR professionals and the employees, the use of AI procedures could be a cause of concern because it may be less transparent, less accountable, and can make unfair or differentiated decisions. It might equally lead to failure to observe a strong relationship between familiarity with AI and productivity perception because while many HR professionals may be familiar with AI, all of them may not perceive it as an effective tool for increasing workforce productivity. It may be interesting for future research to look at what happens when trust in AI technologies is combined with familiarity regarding the impact of AI on productivity (Koman, Boršoš, & Kubina, 2024).

Some additional consideration should be given to the outcomes of the Chi-Square test, according to which no relationship between AI familiarity and AI importance in HRM was observed. As described in the literature, the role of AI in HRM has been steadily rising as firms aim to enhance their functioning in a rather rapidly changing environment. Daugherty et al. proposed that AI is on the cusp of becoming the key component of the HRM agenda designed to support organizational improvement and the development of efficient and effective workforces. However, contrary to this, this study suggests that AI familiarity does not affect the importance of AI in HRM perceived by HR professionals. This result could be because AI has a complex function in the context of HRM. Although, as the evidence suggests, AI is gradually occupying a more significant role in areas like recruitment, performance management, and employee engagement, it can be assumed that in prioritizing the factors influencing the importance of HRM tools and technologies, with reference to AI, HR professional may consider other factors, like organizational strategy, leadership or market conditions (Rusilowati, Narimawati, Wijayanti, Rahardja, & Al-Kamari, 2024).

The way noted by Pulakos et al. is that although AI can improve the organization's productivity and provide useful information, it will only be effective as much as how it fits within the organizational context. Consequently, even if several respondents identified themselves as familiar with the subject of AI in the HR context, some of them may not even consider AI as constituting one of the main factors that define the overall HRM paradigm if they do not think that other aspects like leadership and employees' engagement are more fundamental for success. The third consideration is the assortment of areas where organizations use AI in HRM. As AI technologies cover all the fields, an HR professional might encounter AI in its various manifestations, starting with simple automation and ending with complex analytics. Another convincing point Marler et al. make is that the importance of AI technologies does not always differ from their potential. The belief in the possibility of the application of AI tools can vary depending on the specific tools and the use of technology in the environment (Bobitan, Dumitrescu, Popa, Sahlian, & Turlea, 2024).

That is why some human resource professionals may not consider AI an essential part of strategic HRM if they only use it for scheduling or payroll, in contrast to the case when they use it for talent acquisition or workforce planning. For example, future studies could look at the type and extent of AI applications that matter most with regard to the perceived importance of AI in HRM among HR practitioners. Spearman's rank correlation and Kendall's Tau correlation both yielded close results that confirmed that there was no significant correlation between participants' opinions of AI familiarity and workforce productivity. The enhanced stability of these tests establishes that these recommendations are consistent and corroborates the perception that simple AI familiarity might not necessarily go hand in hand with productivity perceptions. This is in line with the conceptual frameworks of technology adoption, which state that there are more requirements to consider when using a given technology apart from familiarity, such as executive support, training, and perceived usefulness (Lim & Lee, 2024).

In its study, Marler et al. explained that offering proper training to the workers on the AI applications was one of the crucial drivers for increasing productivity. Noe et al., also discussed that AI makes a significant contribution to enhancing performance dependent upon the disposition of it in defined and current, HRM systems. With these active outcomes, prospective implications of the research for the adoption of AI within the field of HRM are discussed below. It was established that organizations who wants to adopt AI in their HRM practices should not presume that familiarity with AI technology is sufficient to enhance the performance of their organizations. However, they have to adopt a much broader approach to AI implementation so that all involved HR professionals can use it not only knowing the existence of the tool but also possessing all the requisite tools, materials, and

organizational support necessary for using AI efficiently and effectively (Juli, 2024; Talajić, Vrankić, & Pejić Bach, 2024).

This paper has revealed several suggestions that could help in attaining the maximum benefits of AI in the HRM, including developing training programs for organizational users so that they can gain practical experience in how to work with AI, clearly disseminating information regarding the triumphs and shortcomings of AI; and building the requisite trust in AI. Moreover, many AI applications might not produce the same results when applied to the various organizations' HR departments mainly because of the dissimilar needs and activities set by each organization. The work also provides some suggestions for further research. First, and as mentioned above, more research is needed to determine how trust in AI technologies combines with AI awareness to create perceptions of productivity and relevance. For example, it can entail looking at the course and nature of the change in trust that the human resource professionals have in AI systems and the levels of AI adoption that is encouraged, used, and deployed in the decision-making processes (Adesina, Iyelolu, & Paul, 2024).

Secondly, future studies might focus on the influence of familiarity with AI on the incorporation of certain applications from AI in the context of HRM. Up to now, by shifting their attention from the total AI familiarity of the studied populations to the specific AI tools like AI recruiting systems, performance management platforms, and learning & development programs, researchers could better understand how different levels of AI familiarity influence the attitudes toward these technologies and as a result, their perceived impact. Thus, organizational culture and leadership can also be another avenue for future research based on the current study. As Jarrahi et al. noted, it is clear that leadership in organizations and the support which is offered towards the integration of AI tools has an important determinant impact on the implementation of AI tools in human resource management (Babatunde, 2024).

Research in the future might look at how various organizational cultures, like the innovative culture and the risk aversion culture, can influence the observations of HR professionals on the effects of AI on organizational workforce productivity and its relevance in the systems of HRM. Finally, it is imperative to explore the impact of adopting AI on HRM's long-term outcomes. Nevertheless, the analysis of HR professionals' current attitudes toward AI offers the foundation for future cross-sectional research aimed at understanding how the shift in current perceptions regarding the use of AI in HRM may change in the future. It would also be great to find more longitudinal work to read that would reveal how the perceptions of AI familiarity, productivity, and importance evolve, thus giving a much richer picture of AI's role in the field of HRM (Veshne & Jamnani, 2024).

Thus, the present paper enriches the literature on the use of AI in HRM to analyze the connection between familiarity with AI, overall workforce productivity, and the perceived relevance of AI. The findings show that although AI is being adopted in various sectors and has become almost pertinent in the various undertakings of the HRM processes, the awareness of AI has little or no impact on the impact that HR professionals have on productivity or its importance in the HRM functions. Some of these implications are that organizations should aim not only to create awareness of AI but also to provide adequate training and tools to support its use. The following research should, therefore, center on the multi-fold relationship between familiarity with AI, levels of trust, and organizational antecedents with the view of eliciting detailed information on how best to apply AI in enhancing workforce management and performance (Niu, 2024; N. Rane, 2024).

CONCLUSION:

The conclusion of this study focuses on the results gathered during the assessment of familiarity with AI, workforce productivity, and AI significance for the management of human resources. In light of the study, it was discovered that there is no relationship between the familiarity of AI and the productivity of the workforce, as well as the perceived importance of AI in HRM as determined by the Chi-Square test, Kruskal-Wallis test, Spearman's Rank Correlation, as well as Kendall's Tau Correlation. These findings have important implications for understanding the relationship between HR professionals' knowledge of AI technologies & their perceptions of the potential usage of AI in, and effects on, HRM practices.

Another important discovery based on this evaluation is the negligible correlation between the level of familiarization with AI and perceptions of productivity. This is inconvenient to the existing hypothesis that as people are in contact with AI, they tend to have a positive attitude toward it and the effects that it can bring. Surprisingly, based on the findings of this research, it appears that ideas regarding AI's ability to increase productivity by applying automation, data-driven decision-making, and approaches to managing employees do not suggest that HR professionals' enduring contact with AI can wholly explain how they subjectively

conceptualize the influence of artificial intelligence on productivity. This clearly points to the fact that there is more to friendly recognition than it can be implicitly assumed when evaluating the determinant factors of AI integration in HRM.

The non-significant correlation between the measures of AI familiarity and the role AI has on the importance of AI in HRM also strengthens the hierarchy of the impact of AI in the field. Based on the research, the authors believe that though AI is used more and more in such fields as recruitment, performance management, employee engagement, etc., the concept of the relationship between the significance of AI and HR professionals is not heavily influenced by familiarity with the concepts. The company strategy, management, and other market conditions are probably more influential in determining HR professionals' perceptions of the role of AI in the implementation of HRM strategies and practices. This implies that it might take more than just raising the familiarity levels of AI among professionals to go a long way in getting organizations to embrace the technology since it is important to consider how they will slot this technology into their strategic plans.

Based on the study's results, the following conclusions can be made for organizations desiring to adopt AI-aided tools in their HRM practices: First, the findings indicate that contrary to the popular belief that familiarity with AI is positive for productivity or the recognition of AI's value, organizations should not encourage AI familiarity in their workers without considering the significantly lower mean scores on statements that are positive towards using AI in their work. Of course, the latter statement is not entirely accurate. Instead, organizations should follow a comprehensive AI strategy and equip people involved in AI processes with the opportunities and knowledge they need to make the best use of AI technologies. Apart from awareness, the organization needs to focus on trust, culture, and strategy in relation to AI.

Furthermore, the convergence of the Spearman's Rank order correlation and Kendall's Tau correlation coefficients gives more confidence to the study and affirms the need to study other factors that may affect the attitude of HR professionals to AI. For example, subsequent studies can examine how the organizational culture, leadership support, and trust in AI moderate the relationship between AI familiarity and perspectives on AI for productivity and organizational significance in the HRM. Also, there is a lack of studies focusing on the impact of certain AI technologies in the context of Human Resource Management including artificial recruitment technologies or AI-based performance control systems, on the perceptions of the involved HRM persons.

The direction for future research in this domain is described by the following: Long-term consequences of adopting AI in HRM outcomes. However, given the results of this study, which targeted current attitudes of HR professionals toward AI, future research should encompass longitudinal studies that investigate how the perceptions of the technology progress as it is embedded more intensely in the SHRM practices. It might have been possible to draw useful insights that would explain the long-term impact of AI in HRM if the model considered the temporal dynamics in familiarity, productivity, and importance perceptions of AI. Last, this research helps to expand the existing literature on AI in HRM by exploring the connection between AI familiarity, workforce productivity, and the importance of AI. There is no substantial evidence that the level of AI awareness is a decisive factor that defines how HR professionals view the relation between AI and productivity or its significance in HRM.

These studies raise awareness of how AI is used in organizations as well as the importance of addressing future AI concerns that include the requirement of familiarization with advanced AI as well as boosting confidence, capturing organizational support, and the need to align AI strategies with overall organizational plans. The research will be significant as AI increases its influence in the field of HRM in the future, as factors influencing adoption and AI effectiveness will be essential for organizations that want to enhance workforce management and organizational outcomes. The subject requires further study in the future, as it contributes to the understanding of how AI changes the possibilities for managing HRM functioning further.

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