

Leveraging AI- Perspectives: Essential Factors In Knowledge Transfer



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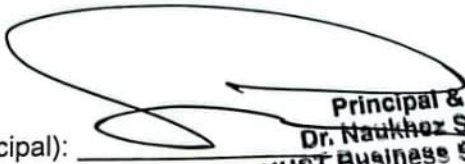
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Abstract

The transformative influence of artificial intelligence (AI) on organizational structures necessitates a deeper understanding of effective strategies for its implementation. This study delves into the nuanced aspects of transferring knowledge pertaining to AI implementation within human resource management (HRM), drawing from the perspectives of AI consultants of Noon. Employing qualitative data analysis techniques, the study combine literature review and in-depth semi structured interviews with five AI consultants, with data analysis facilitated by ATLAS.ti software of Noon in the United Arab Emirates. The findings unveil critical insights into AI implementation. Challenges include paucity of employee data, absence of a coherent vision, limited comprehension of AI decision frameworks, and managerial inclination to circumvent AI-generated decisions. Addressing these challenges, a two-pronged approach emerges: an immersive training regimen complemented by dedicated AI specialists, fostering effective knowledge transfer to HR managers. Integral to this process is the creation of robust communication channels, augmenting employees' awareness of AI solutions' positive impact on collaborative engagement with AI-embedded counterparts.

Remarkably, the study underscores that expediting AI integration amid the COVID-19 era yields favorable outcomes, with no discernible negative repercussions. However, the potential specter of AI bias looms as a plausible threat to successful implementation. This research offers a pragmatic comprehension of facilitative elements for AI integration in HRM. It yields invaluable insights empowering HR managers and AI developers to align their endeavors with best practices during the design and adoption of AI solutions. Furthermore, it enriches the academic discourse by addressing the nuanced query of optimal AI implementation delivery to HR managers and employees.

Keywords: *Artificial Intelligence, Implementation, HR Manager, Employee*

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Chapter 1: Introduction

1.1. Research Background

Data has emerged as an invaluable organizational asset, potentially standing as its sole unparalleled resource (de Medeiros et al., 2020). Organizations have access to extensive data from diverse sources. Efficient and swift data processing significantly enhances the potential for valuable insights, aiding decision-makers and HR department's employee performance (Tuffaha et al., 2022; Wan & Liu, 2021). HR data, encompassing employee behavior, performance, attendance, compensation, and personal information, plays a pivotal role in guiding performance evaluation within competitive business landscapes (Pillai & Sivathanu, 2021). The growing significance of data is reshaping innovation, competition, and productivity, influencing strategic formulation (Nisar et al., 2021). A McKinsey Global Institute interview by Barr Seitz and Rob Roy emphasizes the need for a data-centric approach, followed by establishing apt processes and capabilities for effective data utilization (Seitz & Roy, 2018). Consequently, proper HR data management is imperative to uphold data quality, a task contingent on both emerging technology and human resources (Tuffaha et al., 2022; Yablonsky, 2021).

Artificial Intelligence (AI) represents an advanced technology reshaping work dynamics and employee interactions. A 2020 study by McKinsey and Company revealed that AI integration in human resources increased revenues by 55% and enhanced team efficiency by 33% across various departments (McKinsey, 2020). These benefits hinge on a diverse range of technologies enabling computers to execute numerous HR tasks traditionally requiring human input. These tasks encompass activities like data mining in recruitment and selection (Allal-Chérif et al., 2021), managing employee turnover and data extraction, with a specific focus on assessing employee performance and productivity (Arslan et al., 2021). For example, industry giants IBM and

Microsoft employ AI and data mining to identify suitable candidates, standardizing candidate sourcing and CV screening processes across their subsidiaries (Garg et al., 2021). Similarly, Oracle's Human Capital Management (HCM) employs data-driven insights to enhance talent acquisition and advanced HR metrics as part of an integrated AI-HR process (Fernandez J., 2019). During times of crisis and pandemics, data-driven solutions in the realm of human resources exhibit a positive impact on survival (Vahdat, 2021). COVID-19, a globally pervasive infectious pandemic, has significantly disrupted various economic sectors. Its extensive impact, marked by widespread lockdowns, represents a unprecedented crisis affecting a substantial portion of the global population (Nguyen et al., 2021). The resultant financial challenges for organizations stem from decreased demand, reduced workforce due to isolation and social distancing, and consequent lower investments. Balancing employee well-being with the need to curb virus transmission necessitates substantial workplace modifications affecting performance and structure (Tuffaha et al., 2022). Addressing such disruptions, particularly those caused by COVID-19, necessitates innovative solutions for facilitating remote work. AI-driven solutions are bridging the physical and digital realms, enhancing human-machine interactions, and automating HR tasks through smart machine integrations.

1.2. Research Questions

Even though many studies have looked at how AI is used in HR tasks like hiring, choosing, and evaluating performance (Wall & Schellmann, 2021; Xiong & Xia, 2020), there is still gap in literature. There is no understanding about the best way for HR managers and employees to work together when using AI. To fill in these gaps, the study focusses on following questions:

1. What is the best way to transfer the knowledge to HR managers about implementing AI?

2. What can HR managers do to make sure employees use AI smoothly?

1.3. Research Significance

AI has emerged as a crucial response to unexpected crises, offering a way for individuals and businesses to navigate challenges (Kashyap & Raghuvanshi, 2020). In fact, 52% of US companies have accelerated AI investments in various domains due to the COVID-19 crisis (PwC, 2020). Notably, an international bank deployed AI-powered tools such as chatbots, enhancing customer service and exemplifying AI's role to employees (McKinsey, 2020). Thus, AI implementation serves as an optimal strategy for organizations and tech developers to surmount the obstacles posed by COVID-19. Shifting focus, human assets comprising HR managers and employees play a pivotal role in upholding data quality and inputting information into AI-driven solutions, leveraging their potential (Wiblen & Marler, 2019). In the realm of human resource management (HRM), both HR managers and employees are observing the burgeoning influence of AI applications. For managers, AI streamlines data collection, management, analysis, and visualization, culminating in recommendations and insights (de Medeiros et al., 2020). Employees, conversely, experience AI as an avenue for functioning in both physical and virtual spheres, offering time savings, enhanced flexibility, and uninhibited work management and collaboration.

1.4. Research Gap

Organizations have adeptly harnessed AI, inducing transformative shifts in HR processes. Nevertheless, challenges persist alongside AI benefits (Tambe et al., 2019). These encompass data generation hurdles, employees' learning curves, ethical considerations and fairness, and potential employee resistance to AI-informed management decisions (Harney & Collings, 2021).

Addressing these challenges underscores the necessity to augment HR managers' AI knowledge and guide its assimilation among employees. Kolbjørnsrud et al., (2017) highlight managerial reservations toward AI, with readiness varying extensively across organizational tiers. This variability prompts vital considerations about the most effective approach for disseminating knowledge regarding AI implementation

1.5. Outline of the study

The study is divided into five chapters. In the initial chapter introduction, research questions, significance and gap has been addressed. Second chapter is literature review, which details about the existing literature on effect of knowledge on HRM and importance of AI. the third chapter will detail on the methodology of the study following the fourth chapter will discuss the results and lastly, the fifth chapter will discuss the results and offer future avenue.

Chapter 2 : Literature Review

In this section, the existing understanding of AI applications in HR, AI's relevance during the COVID-19 period, and the impact of AI integration on HR managers and employees will be covered. It involves a comprehensive review of pertinent literature, as well as technical reports focusing on the intersection of AI and HRM. Additionally, the implications of HRM in the context of the ongoing COVID-19 pandemic.

2.1. Influence of Technological Advancements (AI) on Human Resource Management

Over the decades, scholars have extensively researched the impact of information technology (IT) on HRM. An important focus has been on E-HRM, involving the integration of IT for collective HR activities (Poba-Nzaou et al., 2020). This evolved into exploring big data and HR analytics in organizational settings (Dahlbom et al., 2020). Recent attention has shifted towards AI, data mining, HRM cloud computing, and algorithms for HR tasks (Tuffaha et al., 2022; Alrashedi & Abbod, 2021). Enhanced access to structured and unstructured HR-specific datasets, coupled with the growing reliance on advanced digitalized HRM and AI applications, enables insights, issue resolution, and participatory HR decision-making (Tuffaha et al., 2022; Vrontis et al., 2021). AI innovation in database management is exemplified by emerging solutions like SAP SuccessFactors, ERP, CloudHR with major IT players like Google, Microsoft, IBM, and LinkedIn also contributing. HR professionals face a redefinition of roles due to increased digitization and AI-powered data utilization (Tuffaha et al., 2022). AI is characterized by smart machine systems interpreting data, identifying patterns, and applying insights for specific goals (Arslan et al., 2021). Techniques like IoT, deep learning, pattern recognition, machine learning, and artificial neural networks distinguish AI for its rapid processing, extensive data analysis, and accurate decision-

making (Cheng & Hackett, 2021). These capabilities offer substantial benefits, aiding HR managers in tasks such as recruitment, performance management, and workforce planning (Tuffaha et al., 2022).

2.2. AI's Role in Human Resources During the Pandemic

The COVID-19 pandemic has introduced uncertainty not only in terms of firm productivity and operations but also in the realm of HRM efficiency. Consequently, there has been a notable surge in the interest surrounding AI during this pandemic. This heightened demand can be attributed to its novel applications that facilitate virtual work environments. Organizations have embraced AI in various facets of HRM throughout COVID-19. To illustrate, AI-driven chatbots have significantly eased the HR department's tasks, enabling virtual recruitment and interview processes, thereby eliminating the need for candidates to physically travel (Sowa et al., 2021). AI's advanced role extends to employee training and development, analyzing data and test results to tailor individual growth programs. Furthermore, AI is employed to monitor and analyze employee cultural engagement by recognizing behavioral patterns. Notably, AI-powered automation tools efficiently process and analyze vast data volumes, providing recommendations and executing them (Vahdat, 2021). Consequently, HR managers can effectively manage HR departments remotely. However, the integration of AI applications in HR during COVID-19 has raised concerns among employees about their roles (Tuffaha et al., 2022). While some argue that AI adoption may lead to reduced labor hours and fewer employees (Tuffaha et al., 2022), others emphasize the necessity of employee involvement in many AI applications (Dwivedi et al., 2021). Employees are vital for analyzing and validating AI recommendations, converting them into actionable plans, and serving as backups in case of AI solution failures. As a result, a new AI implementation scenario emerges, focusing on enhancing employee productivity through AI-enabled technology rather than

replacing them (Dwivedi et al., 2021). The potential for AI is vast. To harness these opportunities, organizations need to prioritize "AI-human integration," built upon comprehensive knowledge of AI implementation processes. Thus, this paper aims to address the following gap: Under what conditions and to what extent can organizations effectively convey knowledge about AI implementation processes to HR managers and employees? It also explores the impact of COVID-19 on AI implementation.

Chapter 3: Methodology

This section will highlight the process of data collection, method of analysis and philosophy employed in the study.

3.1 Data Collection

The study took a qualitative approach to examining the data collected from five AI consultants experienced in implementing AI in HR projects in Noon. These professionals were identified as senior managers (Table 1) to obtain a more holistic overview of the research questions. As the table shows, interviewees' average work experience is 3 years. During the interviews, questions such as how the AI implementation process can be provided to HR managers and employees, and then about the impact of implementing AI in HRMS.

Table 1: Profile of Participants

No.	Title/ Position	Years of Experience	Area of experience
1	Co-founder of Noon	5	Expertise in NLP, Deep Learning, and Analytics as a Technology Leader
2	Senior Artificial Intelligence consultant of Noon	4	Areas of Specialization: -AI Applications in advertising -Business Analysis -Full-Stack Development for Web and Mobile Platforms
3	HR manager Noon	3	Advisor to Businesses on AI and Emerging Technologies in HRM Processes
4	Solution consultant Noon	4	-AI Implementation Consultant for HRM -Solution-Focused Approach to HRM Projects
5	Junior Artificial Intelligence consultant of Noon	3	AI Applications in managing orders

3.2 Research Philosophy

The philosophical approach used in this study is interpretivism. In this perspective, individuals are seen as distinct from physical phenomena because of their ability to construct meanings. People create unique social realities and attributions of significance across various cultural backgrounds, circumstances, and time periods. The decision to adopt interpretivism is influenced by multiple factors (Alharahsheh, & Pius, 2020). Primarily, it enables the development of fresh, more profound insights and interpretations of social contexts. This approach aligns well with business and management research, especially in fields like marketing. Additionally, interpretivism is chosen because it embraces an empathetic standpoint, immersing itself in the social world of the research participants to genuinely grasp their perspectives and the essence of their human experiences.

3.3. Time horizon

Time horizons were classified by Saunders et al., (2019) into two categories: cross-sectional studies, which provide a snapshot of a particular moment, and longitudinal studies, which track events over a longer period to analyze change and development (Saunders et al., 2019). Considering the limited time available for this research, the appropriate approach is the cross-sectional method. This study is focused on examining the utilization of chatbots in the contemporary digital marketing landscape.

3.4. Techniques

Thus study used a qualitative research method, henceforth, individual interviews was conducted with five managers. The aim of these interviews is to obtain a thorough comprehension of the influence of AI, in transferring knowledge to managers. The interview queries were specifically designed to investigate what are the problems faced by managers in implementing AI to transfer knowledge. Each interview lasted approximately 15- 20 minutes.

3.5. Data analysis

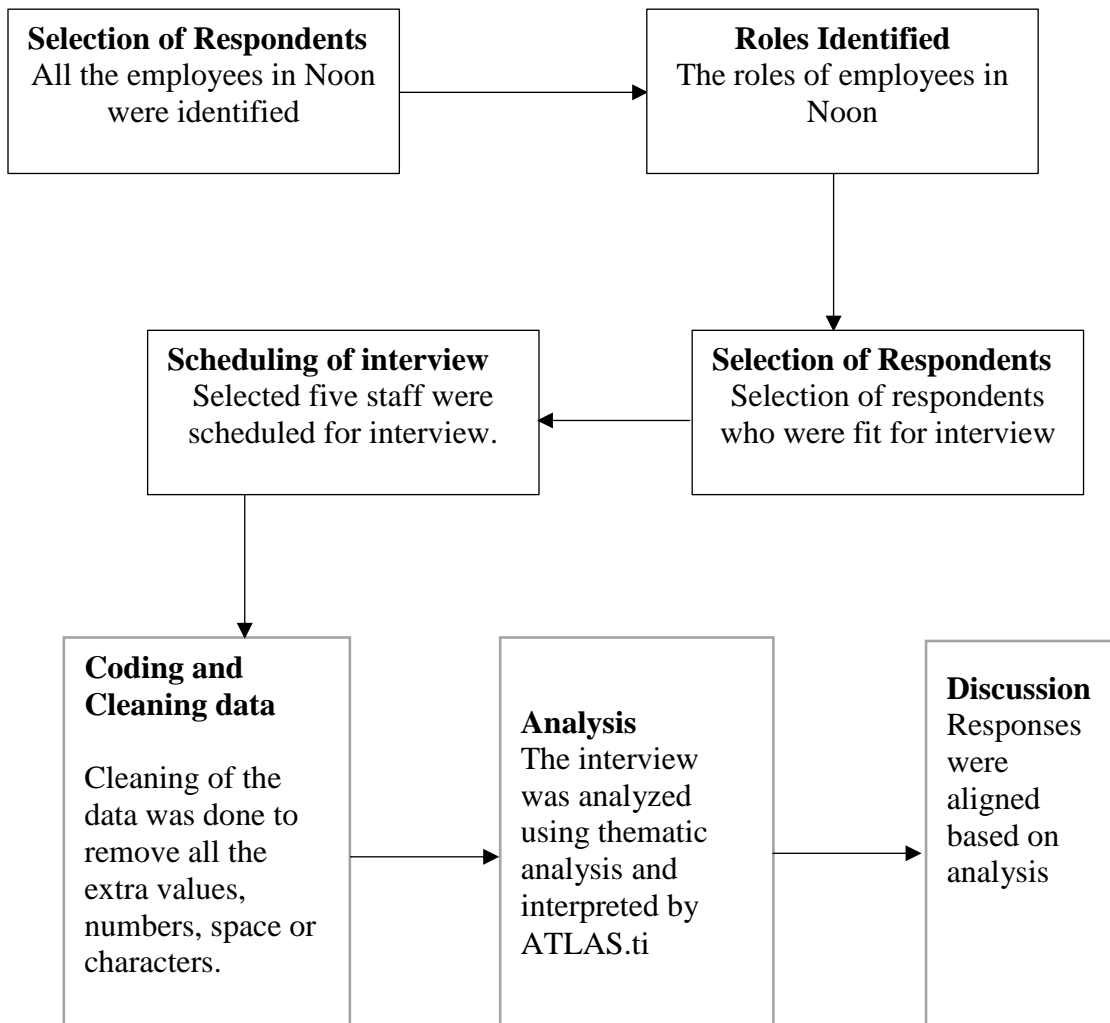
The data evaluation process followed the steps outlined in Figure 1. Initially, interviews were transformed into transcripts by compiling individual replies onto a single response sheet for each research question. Subsequently, the transcripts were purified by removing special characters,

numbers, and spaces. These refined transcripts were then imported into the ATLAS.ti qualitative data analysis software (Paulus & Lester, 2016). Employing a combination of text mining and qualitative content analysis using ATLAS.ti, thematic convergence emerged from the interview transcript data.

3.6 Ethical Consideration

Ethical consideration for this study encompasses the assurance of informed consent from participants, transparent communication about the purpose of the study and potential risks, and the guarantee of confidentiality for their responses. Striving for respectful treatment, the study seeks to minimize any discomfort or distress, offering the option to withdraw at any point. The data collected was anonymized and securely stored, protecting participants' identities. Additionally, the research aims to contribute positively to knowledge while avoiding any harm or exploitation. Ethical guidelines and standards will be adhered to diligently, ensuring the integrity and credibility of the findings of the study.

Figure 1: Evaluation Of Data



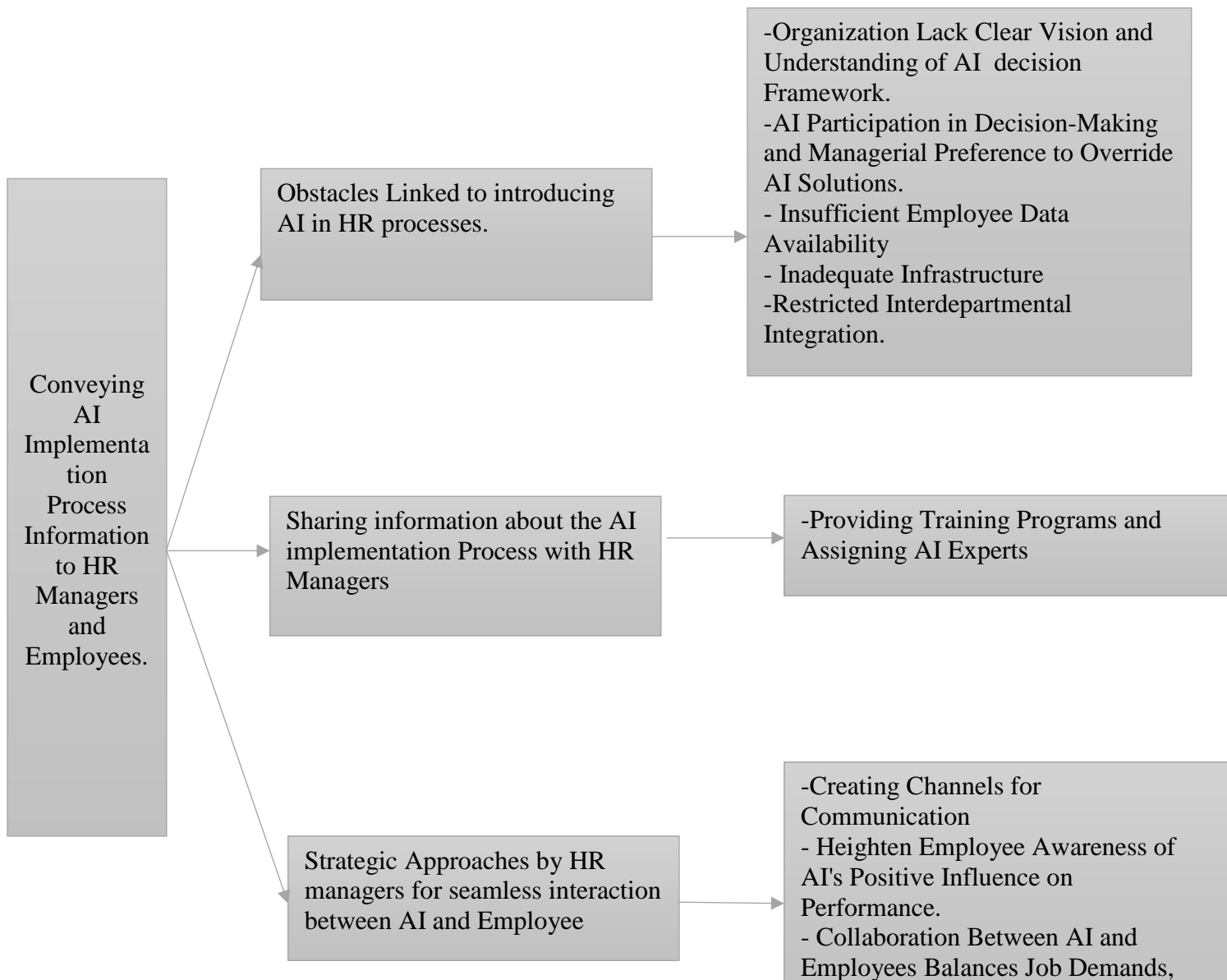
Chapter 4: Analysis

In this section, a detailed explanation on analysis of the data collected from the employees of Noon through interviews has been analyzed using thematic analysis has been offered.

4.1. Interview Themes

From the interviewee responses, three primary categories emerged: 1) difficulties linked to implementing and AI based HRMS. 2) Conveying knowledge of AI implementation to HR managers and 3) HR managers' approach to facilitating AI-employee collaboration (Figure 2). The first two categories addressed the initial query, while the third category tackled the subsequent question.

Figure 2: Themes Generated



4.2.1. Obstacles Linked to Introducing AI in HR Processes

The initial research question's word cloud emphasizes "AI Data" as the most prominent term mentioned by interviewees, followed by keywords like vision, clear, accept, solution, bypass, and infrastructure. Thematic analysis of this question reveals barriers and challenges in AI implementation within HR processes (Table 2). Weak employee datasets were identified as a significant hurdle, diminishing AI functionality. A symbiotic connection is forming between data and AI, where AI's effectiveness relies on HR data sources such as employee personal data, performance records, and financial data. Simultaneously, mastering these data sources becomes intricate without AI solutions. This notion is echoed in the subsequent comments:

"One of the primary hurdles for AI lies in data accessibility within organizations. Even if accessible, it might lack centralization".

"The vast amount of data would hold little value unless AI models unleash their potential, transforming them into meaningful information".

The subsequent theme, accounting for 16% of responses, centered on the lack of a clear vision regarding AI's application to enhance organizational performance. This uncertainty stemmed from the opacity surrounding AI's decision-making or predictive processes. Frequently, HR managers lacked insight into AI's assumptions and decisions. A standardized evaluation of AI's comprehensive risk and financial metrics, including return on investment, was often absent. Furthermore, the availability of tools elucidating AI decision-making could empower managers to comprehend the potential risks linked with AI implementation. The following excerpts from interviewee responses exemplify this:

"we are facing problems to build a clear vision for the future of AI in our company resulting from the ambiguous process of the AI decisions"

Another notable theme, comprising 12% of responses, revolved around managers' desire to possess the capability to override AI solutions. While AI offers extensive opportunities for data integration, analysis, and enhancing employee performance through insights, interviewees revealed that

organizational managers sought to retain ultimate authority in AI-related decisions concerning employees. The following excerpts from interviewee responses exemplify this sentiment:

“Certain companies are failing to heed AI recommendations, presenting challenges to the progression of machines in making accurate future decisions”.

To underscore, all interviewees unanimously shared the perspective that AI represents the optimal solution for organizations to navigate employee management and mitigate uncertainties in the current scenario. As a result, the demand for AI-driven solutions and their implementation has surged during the COVID-19 era. This resonates logically when we evaluate AI's benefits in the virtual workspace, encompassing: 1) AI-powered solutions effectively streamlining employee tasks, 2) facilitating sentiment analysis and addressing employee concerns within the HR department, and 3) identifying employee engagement trends across specific segments (PwC, 2020). Likewise, all participants highlighted that expediting AI integration amid pandemics doesn't detrimentally impact organizational performance. Nevertheless, concerns were voiced about AI bias negatively affecting performance. AI algorithmic decisions are founded on training data, which could inherit human biases or historical/social influences, even when sensitive variables like gender, race, or sexual orientation are excluded. Such biases hinder employee engagement, eroding trust and potentially leading to suboptimal outcomes. Business and organizational leaders bear the responsibility of ensuring AI systems are devoid of algorithmic bias to preserve the integrity of decision-making. Their role includes advocating for research and standards that mitigate AI bias, thereby eradicating potential negative ramifications. The ensuing remarks from AI consultants underscore this proactive approach:

“The significance of imbalanced data cannot be understated in introducing bias. Supplying AI with accurate datasets is crucial to uphold an ideal image in front of our employees. Otherwise, the implementation of AI may falter”.

"If an algorithm is skewed towards women due to biased training data, this bias will manifest in shaping women's prospects for future success. As a result, women who have undergone training might encounter AI algorithmic bias, perpetuating a situation where top positions predominantly favor men."

Drawing from our data, it becomes evident that despite AI being an enticing avenue for enhancing organizational and employee value, obstacles such as data scarcity and a prevailing sense of mistrust between AI and managers hinder its implementation. These challenges underscore the urgency for endeavors that mitigate the apprehensions around AI deployment, mirroring the objectives of the European Union's "TRUST-AI" initiative (European, 2020). This initiative aims to cultivate confidence in AI's efficacy in addressing foreseeable concerns.

Table 2: Generated Themes

S.no	Themes	Frequency	Percentage
1	Quality of data of employees	10.5	21
2	Organization lack a distinct vision and comprehension of the AI decision framework.	8.5	16
3	Managers' inclination to override AI decisions.	8.5	12
4	Insufficient infrastructure	6.7	7
5	Restricted Department integration	3	5
6	Acknowledging the need of clients	3	5

Note: Themes were included only if their frequency exceeded two.

4.2.2. Crucial Elements for Communicating AI Implementation Process Knowledge to HR Managers

For the initial research question, another word cloud emphasized "AI training" and "AI specialist" as the most highlighted terms, accompanied by keywords like knowledge, technical, consultant, person, function, etc. Thematic analysis yielded two distinct primary themes (Table 3). From the interview data, two distinct viewpoints emerged regarding the optimal approach to convey AI implementation process knowledge to HR managers. Prominently, the prevailing sentiment was that the transfer of AI implementation knowledge hinges on two pivotal factors: providing HR managers with a training program and appointing AI specialists (66.5%) to oversee the progression of AI implementation.

Table 3: Responses for research questions

No	Themes	Frequency	Percentage
1	AI knowledge for HR managers facilitated through internal training and engagement with AI consultants/specialists.	31	66.5%
2	AI knowledge for HR managers exclusively delivered through internal training.	13	21.5%

Note: Themes were included only if their frequency exceeded two

The contribution of AI to organizational performance hinges on two vital factors: firstly, the augmentation of HR managers' expertise through an intensive training regime; and secondly, the incorporation of an AI specialist within the organization. As interviewees elucidated:

“When considering an AI solution for candidate interviews, it's imperative that recruiters possess familiarity with the AI system. Simultaneously, the organization should have AI experts on hand to oversee data maintenance and address any system disruptions”

“I believe that internal training alone isn't sufficient. The organization should designate an AI specialist well-versed in this emerging technology to oversee data management within the AI solution.”

In order to uphold the integrity of the first perspective (Theme 1-table 3) and to delve into potential adverse effects on organizational performance, the researchers posed a subsequent question based on interviewee responses: "If AI specialists are brought on board, is there a risk of their role overlapping with that of decision makers?". The proponents of the first viewpoint held that AI specialists would not influence HR decisions due to two primary reasons: AI specialists do not exclusively serve the HR department; their role extends to facilitating AI integration across various organizational departments.

AI specialists function in an advisory capacity, as HR managers possess qualitative and quantitative skills that are challenging for AI specialists to acquire. Here are selected excerpts from the interviewee responses that support this stance.

“AI specialists should engage in cross-functional efforts across the entire company, extending beyond HR. Their role is solution-oriented, encompassing activities that span various domains.”

The second perspective (Theme 2) underscores the sufficiency of the training program in conveying knowledge about AI implementation processes (21.5%). This viewpoint asserts that maintaining the confidentiality of personal and employee performance data is of paramount importance, thereby advocating against involving third parties. As illustrated by interviewee responses:

"We shouldn't rely on AI specialists due to concerns about [1] data privacy and [2] potential misguided guidance, which could adversely impact the HR department's functionality."

The alignment of the first viewpoint with the findings of Khabiri et al. (2012) is noteworthy. Their assertion emphasizes the significance of the mechanism through which technology is transferred and its benefits for the transferee. Collaboration between the transferor (AI specialist in this context) and transferee (HR managers in this context) is pivotal for the seamless integration of new technology. In light of the above, the authors have chosen to adopt the first viewpoint as a primary means of transferring knowledge regarding AI implementation processes to HR managers.

4.2.3. Approaches Employed by HR Managers to Foster Seamless Interaction Between AI and Employees

A word cloud was generated to analyze responses to the second research question, revealing that the term "communication" appeared most frequently, followed by "awareness," "acceptance," "collaborative," "orientation," "partners," "integrate," "help," "future," "efficiency," and others.

Thematic analysis of the second question yielded distinct themes concerning the seamless integration of AI among employees (Table 4). One such theme was "establishing communication channels" (20%). This underscores the importance for HR managers to encourage open discussions and exchanges of ideas with employees to address concerns and viewpoints related to AI implementation. Such dialogues foster a robust relationship, reduce uncertainties, and enhance the effectiveness of AI-driven solutions. The alignment of AI-related goals with overall business strategies across a spectrum of attitudes, behaviors, and intentions can significantly influence the

smooth adoption of AI among employees. The following statements from interviewees exemplify these concepts:

"Effective communication is pivotal here, as it can counteract distrust and preconceived notions about AI implementation. This type of dialogue reinforces the idea that employees hold greater value than AI."

Table 4: Themes identified in interview question

No	Themes	Frequency	Percentage
1	Creating channels for communication	29	20
2	Increase the understanding of the beneficial influence of AI on employee performance.	16	13
3	Interacting with AI-integrated employees ensures equilibrium between job demands, career growth, and personal life.	10	8

Note: Themes were included only if their frequency exceeded two

A notable theme revolved around elevating recognition of AI's favorable influence on employee performance (13%). AI expedites the completion of mundane tasks by furnishing a robust database and analytical backing for decision-making. Yet, some employees harbor misconceptions, perceiving AI as machine-centric and struggling with human understanding. To counter these beliefs, HR managers must furnish tangible proof, showcasing AI's prowess in tailored recommendations for specific tasks. The following quotes from interviewees exemplify this perspective:

"HR managers should educate employees about the benefits of AI; it's a support system, not a disruption. Emphasize that focusing on skill development enhances performance and reduces routine tasks."

"Raise awareness through real examples. Talking to AI-powered chatbots after work hours offers flexibility. AI reduces routine tasks and maintains the organization's reputation."

Collaboration with AI ensures equilibrium among job demands, professional growth, and personal life (8%). Evolving job roles due to AI's rapid progress, combined with changing lifestyles, redefines work-life balance. AI adoption provides chances for skill growth and quality family time

by expediting task completion. Reassuring employees that AI complements human productivity and enhances life, HR managers can facilitate AI implementation.

"Share the message that AI supports employees, helping them achieve targets and benefiting social lives."

These findings align with Dabbous et al., (2021), stating technology acceptance hinges on individual and organizational factors. HR managers should meld culture, environment, and tech acceptance in AI implementation.

Chapter 5: Discussion and Conclusion

This study brings valuable insights that impact both scholarly exploration and real-world application. This section emphasizes on how the study broadens the horizons of existing understanding and the implications of our discoveries.

5.1. Conclusion

This qualitative investigation offers a clear elucidation of the evolving and reciprocal relationship between the integration of emerging technologies and the HR process. Drawing upon Chang's (2020) recommendations, this exploratory study delves into two pivotal aspects: 1) essential elements for effectively transferring knowledge regarding AI implementation to HR managers; 2) strategies employed by HR managers to ensure seamless AI integration among employees. By expanding upon these prior insights, we delve deeply into comprehending challenges linked to AI implementation within HR processes and the influence of pushbacks on AI on such efforts. These findings contribute significantly to establishing fundamental principles for disseminating knowledge concerning AI implementation processes in the realm of HRM during the pandemic. This study not only contributes to the existing body of literature on AI implementation and the interaction between AI, HR managers, and employees, but also hones in on two focal points: the obstacles impeding AI implementation and specific strategies tailored for managers and employees to navigate digital transformation. The study underscores the importance of equipping HR managers with a diverse set of skills, encompassing technical expertise, digital trends, foundational AI concepts, effective communication, critical thinking, team dynamics, and leadership abilities. These skills play a vital role in guiding employees toward embracing emerging technologies within today's technology-driven landscape (Caputo et al., 2019), making this study's findings a valuable resource for both AI developers and HR managers engaged in HR process digitalization.

5.2. Theoretical Implication

Numerous academic studies have addressed the interaction between HR managers and emerging technology. Some highlight AI's significance in HR activities, aiding complex decision-making and big data analysis (Tuffaha et al., 2022; Qamar et al., 2022), while others stress the need for

HR managers to update their technical skills and address ethical concerns (Stahl et al., 2021). This study delved into knowledge transfer for AI implementation in HR and identified challenges: data shortage risks, unclear vision, and AI recommendation mistrust. To ensure effective AI adoption, companies should provide thorough training and assign AI specialists. The study also explores the impact on AI implementation, emphasizing benefits and addressing potential bias issues. HR managers play a key role in fostering positive AI-employee collaboration through communication, highlighting AI's positive impact, and maintaining work-life balance. Collaboration and transparency are pivotal, aligning AI with employee performance enhancement (Tuffaha et al., 2022; Papagiannidis & Marikyan, 2020).

5.3. Practical Implication

AI implementation involves stages such as data input, analysis, and results generation. HR managers must comprehend these stages and enhance technical skills for optimal AI benefits. Skills like data mining, programming, and big data analytics are crucial (Pereira et al., 2021). This empowers HR managers to understand AI processes and support AI specialists in overcoming employee resistance. Amid crises like COVID-19, AI knowledge enables adaptable HR functionality, personalized communication, and cost reduction (Tuffaha et al., 2022). To harness AI's potential, organizations must address risks like data security, scripting errors, and bias in training data (Tuffaha et al., 2022; Sun et al., 2020).

Motivating employees to adopt AI relies on practical experiences. Integrating AI's speed with task completion minimizes resistance (Jarrahi, 2018). Employee demotivation can hinder AI through non-cooperation and data obfuscation, affecting productivity (Newlands, 2021). Sequential AI implementation, beginning with pilot employees, ensures symbiotic interaction for success.

5.3. Limitation and Future research of the study

The study has certain limitations. Due to its novelty, a qualitative approach with a relatively small sample was used. Expanding the sample and employing diverse meta-analyses could reveal novel insights into transferring AI implementation knowledge. Future research directions can explore intricate AI, management, and employee dynamics. Investigating how HR managers' academic

background impacts successful AI implementation, assessing if IT-experienced HR managers meet AI specialists' requirements, and validating transparency's effect on employee AI apprehension are potential avenues. Additionally, examining moderating factors like age, experience, seniority, and academic background in HR managers could influence smooth AI-employee collaboration. Considering concerns about AI bias, exploring legislative constraints on AI-trained data and AI's influence on employee professional development is crucial for future studies.

Chapter 6: References

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