THE IMPACT OF CHALLENGES POSED BY THE ADOPTION OF ARTIFICIAL INTELLIGENCE STRATEGY FOR HUMAN RESOURCE MANAGERS

Naser Khdour *, Roberta Fenech **, Priya Baguant **, Alessandra Theuma **

* *Corresponding author*, Faculty of Business, Higher Colleges of Technology, Abu Dhabi, UAE
Contact details: Faculty of Business, Higher Colleges of Technology, Corniche Road, P. O. Box 25026, Abu Dhabi, UAE
** Faculty of Business, Higher Colleges of Technology, Abu Dhabi, UAE

How to cite this paper: Khdour, N., Fenech, R., Baguant, P., & Theuma, A. (2025). The impact of challenges posed by the adoption of artificial intelligence strategy for human resource managers. *Corporate & Business Strategy Review, 6*(3), 26–36. https://doi.org/10.22495/cbsrv6i3art3

ISSN Online: 2708-4965
ISSN Print: 2708-9924

Received: 22.08.2024
Revised: 20.11.2024; 14.04.2025; 03.06.2025
Accepted: 17.06.2025

JEL Classification: E24, J24, O15
DOI: 10.22495/cbsrv6i3art3

Abstract

Artificial intelligence (AI) is revolutionizing industries across the globe and its transformative potential continues to make significant changes in human resource management (HRM) by optimizing recruitment, enhancing employee engagement, and streamlining HRM processes. The study evaluated the challenges faced while adopting AI in HRM to enhance firms' data transformation processes. The study adopted a quantitative research design and surveys for data collection. A random sampling approach was used to select 169 companies in Jordan, with 200 employees chosen. A multiple regression model (MRM) was used to assess the impact of challenges on AI adoption. The study revealed that data falsification and biased decision-making are the most pervasive challenges, while firm long-term budgeting has been facilitated. The study concludes that adopting AI in HRM results in unfair decision-making and invalidated results. Further financial maintenance is also a factor sufficiently provided by the innovative AI techniques applied in the recruitment process (Jihad & Várallyai, 2021; Prikshat et al., 2023). The Jordanian context, which is culturally distinct from the rest of the globe, has not had its AI-related challenges well addressed. This research addresses a gap in the literature by describing the challenges faced by human resource (HR) managers in Jordan when attempting to integrate AI and by proposing a solution to these problems.

Keywords: Artificial Intelligence (AI), Challenges, Human Resource Management (HRM), Recruitment, Technology Adoption

Authors' individual contribution: Conceptualization — N.K.; Methodology — P.B.; Formal Analysis — A.T.; Investigation — N.K.; Writing — Original Draft — N.K.; Writing — Review & Editing — R.F.; Supervision — R.F.

Declaration of conflicting interests: The Authors declare that there is no conflict of interest.

1. INTRODUCTION

The rise of information technology (IT) has made the world increasingly reliant on innovative technology, making it crucial for organizations to stay updated to maintain a competitive market position. Traditional business methods are challenged in today's globalized world, where new technologies are making the world smaller and borderless (Becker & Gould, 2019). Human resource management (HRM) manages recruitment, training, and talent development, with traditional recruitment processes being time-consuming and requiring significant documentation. However, adopting online recruitment procedures has simplified this process (O'Donovan, 2019).

With the increased development and adoption of artificial intelligence (AI) in Jordan, the economy based on IT and the information communication sectors has exceeded 3.8% of the gross domestic product (GDP) and an annual total revenue of over USD 2.3 billion (International Trade Administration [ITA], 2024). Despite economic challenges during the global health pandemic, Jordan's information and communication technology (ICT) industry experienced 6% growth. Human resources (HR) must adapt to new opportunities and adopt efficient systems like the human resource information (HRIS) system. This adoption and electronic HR have revolutionized hiring and management, reducing reliance on technology (Jihad & Várallyai, 2021).

The current research base includes studies that explore the combination of the recruitment process and the impact of the ongoing technological changes. For instance, past research focused on optimizing and smoothening the recruitment process using technology (Galanaki et al., 2019). Since 2018, AI has had a significant impact on HRM practices, particularly in the recruitment process, where it enables the use of AI algorithms for candidate interviews (Upadhyay & Khandelwal, 2018). This shift has revolutionized the HR function by replacing routine tasks with AI-driven solutions also known as the "new age of HRs" that has transformed the recruitment industry (Upadhyay & Khandelwal, 2018).

AI hiring software like Textio, Ideal, and Zoom AI can screen and shortlist candidates based on their profiles, including curriculum vitae, conversations, performance data, and assessments. This shift towards AI is driven by its high prediction factor, affordability, and productivity compared to traditional manual processes. However, adopting AI in recruitment may decrease the employment of HR officials, with over 60% of HR jobs affected. However, AI in HRM may provide increased proficiencies in various functional management areas, considering the potential impact of evolutionary capabilities (Manyika, 2017).

Most of the earlier literature posits the remarkable benefits resulting from the adoption of automation technologies despite having limited knowledge of the effect of combining AI and HRM (Bersin & Chamorro-Premuzic, 2020; Prikshat et al., 2023). In addition, AI is gaining popularity for productivity and quality enhancement, but consumers have conflicting views due to ethical dilemmas. These include design, privacy, cybersecurity, autonomy, well-being, and unemployment. Businesses must take responsibility for shaping the future of ethical AI through corporate social responsibility (CSR), considering factors like products, company, and institutional environment (Du & Xie, 2021).

Biometric technology is increasingly used in the workplace for recruitment, surveillance, and termination. Emotional AI (EAI) is a new breed of biometric technology that detects, analyzes, and evaluates an employee's emotional state. Unlike traditional biometric monitoring, EAI is perceived as intrusive and vulnerable, making an employee's inner self vulnerable. This advancement in affective computing is becoming increasingly prevalent. The study suggests that unregulated use of affect tools in the workplace can lead to increased anxiety and stress among marginalized groups, potentially causing algorithmic bias, non-transparent decision-making, and deteriorating employment relationships (Mantello et al., 2023).

HRM is crucial in managing a diverse workforce influenced by a country's cultural, economic, political, and legal settings. Effective management of a diverse workforce is a challenge HR managers face, indicating the maturity of HRM. HRM's involvement and ability to manage diversity can be evaluated through a cohesive conceptual framework (Akintayo et al., 2020). Besides, HR managers believe technology alone cannot fully address human emotions, cultural differences, and decision-making differences in HR opinions, behavior, and handling of confidential information during employment termination (Mantzaris & Myloni, 2023). Another study explored the integration of AI in HRM from three perspectives: decision-making, proactive problem-solving, and financial and legal issues. AI-assisted decision-making frees HR staff from repetitive tasks, while AI shifts HR function towards proactive problem-solving (Sakka et al., 2022).

In their study, Prikshat et al. (2023) conclude that the integration of AI in HRM is still in its early stages, with potential benefits for organizational performance. Proper implementation, including hiring, retraining, and transparency policies, is crucial. Merging AI with HRM can improve employee development, retention, and productivity (Prikshat et al., 2023). Previous studies have predominantly focused on the advantages and functional outcomes of integrating AI in HRM but have neglected the specific challenges HR managers face, especially in Jordan. Furthermore, there is limited research on the dual role of AI as both a disruptive and transformative technology within HRM. This study addresses these issues and aims to evaluate the challenges faced while adopting AI in HRM to enhance firms' data transformation processes. The research questions addressed by the study are listed below:

RQ1: What is the impact of legal challenges on the adoption of artificial intelligence for human resource managers in Jordan?

RQ2: What is the extent of the impact of socio-cultural challenges on the adoption of artificial intelligence for human resource managers in Jordan?

RQ3: To what extent do human resource managers in Jordan consider the use of artificial intelligence tools in human resources to be helpful?

The study utilizes the theory of reasoned action (TRA), which explores how changes affect established norms and impact human behavior. This research is significant as it helps understand the challenges to AI adoption in HRM, particularly in a region with expanding IT and communications sectors like Jordan. It addresses ethical concerns and the need for human-AI synergy to provide insights for HR professionals, policymakers, and tech developers. A quantitative research design was employed and data were collected via close-ended surveys targeting HR managers across 169 companies in Jordan, with a focus on sectors like IT, banking, and healthcare. The study is significant as it gives actionable strategies to enhance AI integration while mitigating biases and improving HR efficiency.

The structure of this paper is as follows. Section 2 provides a comprehensive review of the relevant literature; while Section 3 describes the research methodology employed. Section 4 presents the results, highlighting key findings and Section 5 discusses these findings in the context of existing research and their implications for HRM practices. Lastly, Section 6 concludes the study by providing the summary, limitations, and recommendations for future studies.

2. LITERATURE REVIEW

The socio-technical system (STS) approach emphasizes the interconnectedness of work's social and technical aspects, highlighting the importance of harmony and interaction between these subsystems. The technical subsystem manages operations and technology, while the social subsystem deals with human attributes, interpersonal connections, and power structures (Bostrom & Heinen, 1977). AI is a crucial work system impacting individuals and HR managers. It can increase use and acceptance, but poorly integrated can lead to increased workload and frustration. AI should align with the system's elements and support employee workflow to ensure positive outcomes. This requires evaluating system elements and considering various workflow integration layers. AI should be implemented in line with the organization's goals and values, supporting its users (Salwei & Carayon, 2022). Current AI research mainly concentrates on advancing AI technology without considering other work system components, resulting in multiple challenges during implementation.

2.1. The role of artificial intelligence in the recruitment function of human resource management

The advancement of IT has significantly influenced HRM, particularly in organizing HR processes like planning, recruitment, performance management, compensation, and workflow. This has led to a surge in scholarly interest in the HR-AI relationship as organizations integrate AI technology (Foiji et al., 2019).

E-recruitment is a recent phenomenon that has transformed the traditional recruitment method (Dragusha & Prenaj, 2021). Considering that conventional methods like job panels still have high success and relevance, it is beneficial to investigate the shift from traditional to modern recruitment practices. Traditional recruitment methods such as word of mouth and references remain effective and are still adopted today. The personal association between the candidate and the HR managers remains crucial to the success of an application (Dragusha & Ukaj, 2021). A recent study acknowledged that AI should be embraced by organizations in HRM strategies with focusing on transparency, fairness, and adaptability (Alrakhawi et al., 2024).

HRM is crucial in enhancing organizational performance in a competitive business environment. Prioritizing customer satisfaction and adopting innovative HR practices is essential for success. In the future, HRM will shift from traditional administrative functions to advanced methods, leveraging automation, AI, robotics, and augmented intelligence to enhance the professional environment (Gethe, 2022). HRM must stay updated with new technologies by training and transforming the workforce. AI and machine learning are becoming increasingly popular in HR, with Chatbot aiding HR managers in efficient tasks like performance evaluation. AI can also improve productivity and employee engagement by helping firms manage their workforce and set plans. This requires HRM to adapt to these advancements to stay competitive (Nishad & Gurav, 2019). Talent acquisition software can also streamline recruitment by scanning, reading, and analyzing candidates. In addition, AI can train new hires through online courses and virtual classrooms. By predicting the needs of employees, AI can potentially improve employee retention in a company. Based on the analysis of several reports, most companies are fully prepared to adopt digital technologies; some are not; however, it has been indicated that customers are more willing to collaborate when they find an AI-based service to interact with (Flavián et al., 2022).

AI is a vital tool in organizations, automating tasks that would otherwise be done manually, saving time, and reducing the workload of HR managers. It can be used in recruitment, grant leave, and providing accurate employee records. AI can significantly impact HRM by decreasing workload and meeting company needs. It helps predict future hiring choices, evaluate résumés, compare them to current employees, and select the best candidate, eliminating human bias and improving recruitment efficiency. Despite high costs, many companies are adopting AI-enabled tools to streamline the process by identifying candidates with the required skills and qualifications, saving time for HR managers (Pethe & Jumle, 2022).

2.2. Impact of legal challenges on artificial intelligence adoption

The research on AI's potential in HRM has primarily focused on its practical applications rather than its ethical usage and the effective involvement of human workers in its use. As AI technology becomes more prevalent in various aspects of human life, it is essential to consider its potential impact on respect for human rights. It is necessary to allow AI to address everyday issues and evaluate its effects on preserving and safeguarding human rights. A recent study indicates that falsification in the HR dataset has been a significant concern, leading to many unjust and biased decisions. However, after long-term training in diversified data sets, errors in the process are expected to be reduced (Akter et al., 2022). Another study highlights the controversy regarding the eligibility of AI in law-and-order enforcement, where AI can hold a person guilty based on the raw evidence provided (Re & Solow-Niederman, 2019).

It is important to adhere to regulations to protect data, privacy, labor practices, and anti-discrimination to avoid any unfavorable legal consequences (Rane, 2024). Slotwinska (2021) investigated the link between the increased adoption of AI and the protection of human rights. The study highlights the complexity of assessing the overall impact of AI on human rights, as various AI-based systems can either safeguard or infringe upon human rights. Given the numerous examples of human rights violations and the nascent stage of AI development, it is vital to establish regulations to govern the creation and deployment of AI systems (Slotwinska, 2021). Data privacy is required in every organization, which is why the management of organizations has not shared a trusted relationship with AI-based management (Berente et al., 2019). However, studies show that the innovation in this technology has come forward with novel and complex formulas to resolve the matter of privacy breaches (Rai et al., 2019).

AI tools in recruitment face challenges such as transparency, data security, and ethical concerns, as

applicants are often unaware of their use. Despite these issues, studies show that applicants generally perceive AI as a valuable and engaging tool. However, the perceived fairness of AI in recruiting varies depending on the target group. For instance, transparency in data collection is crucial for applicants, while HR managers prioritize efficiency. Identifying similarities and differences between factors affecting AI adoption is essential based on the integrated view of both recruiters and applicants. Perceived fairness, a concept at both organizational and individual levels, similarly impacts AI adoption in recruiting. Future research should explore its definition, mechanisms, and relationship with concepts like technostress and individual personality (Maier et al., 2019; Tarafdar et al., 2020). Considering the above arguments, the present study hypothesized that:

H1: Legal challenges have a statistically significant impact on adopting artificial intelligence for human resource managers.

2.3. Socio-cultural challenges to artificial intelligence adoption

Despite the increasing use of AI in various sectors, people remain the most valuable asset to companies, particularly in the service industry. HR professionals advocate using AI-enhanced tools for recruiting and evaluating job applicants due to their potential to offer increased precision, cost savings, and efficiency (Mahmoud, 2021). A recent study aimed to gain insight into the advantages and potential drawbacks of using AI in the recruitment and selection processes within a multicultural, transnational organization (Ore & Sposato, 2022). The results of this study show that AI can streamline mundane tasks through automation. However, its adoption in recruitment and selection can also induce concerns and mistrust among HR managers. While AI may improve recruitment strategies, some HR managers are skeptical of its use because they fear their jobs may be replaced by automation. A recent study conducted by Qasaimeh and Jaradeh (2022) in Jordan stated the extent to which AI is applied in cyber governance in commercial banks. The retention of recruitment has tremendously advanced over time. The study analyzed 13 commercial Jordanian banks that applied expert systems, algorithms, and neural networking connections. The results confirm the interdependence between AI applications and techniques in Jordan's commercial domains. The study concludes that Jordan will benefit if it advances their commercial platforms with new technologies and strategies (Qasaimeh & Jaradeh, 2022).

Fernández-Martínez and Fernández (2020) conducted a study that analyzed the potential benefits and drawbacks of using AI-driven video interview analysis throughout the recruitment process. The researchers explored various machine learning techniques that are commonly used and their effectiveness. Their study focused on specific controversial legal and ethical concerns, such as gender and ethnic discrimination issues in the job market. A multi-agent architecture was designed to ensure legal compliance and more efficient management of HR processes. The idea of a multi-agent architecture was to support auditing in HR. Moreover, it can also be used to monitor various scenarios in which user approval is mandatory (Fernández-Martínez & Fernández, 2020).

Another study by Rodrigues (2020) identified issues related to AI technology, including algorithmic transparency, unfairness, lack of contestability, intellectual property issues, data protection issues, cybersecurity vulnerabilities, lack of accountability, legal personhood issues, liability for damage, bias, and discrimination, and adverse effects on workers (Rodrigues, 2020). Cyberattacks have been the most common privacy threat, violating data privacy rights. This intended malicious activity has been developing in parallel to technological advancements, increasing dissatisfaction towards AI adoption (Kaloudi & Li, 2020). The concept of "vulnerability" was utilized to bring together the comprehension of essential areas that require attention and direct strategies to reduce risks and impacts to safeguard the well-being of humans. Past research also examined the challenges arising during the design, trial, and error process of using AI. Thus, to address these challenges, an ethical AI framework has been implemented to protect human rights, respect individual privacy and autonomy, and regulate AI usage for society's benefit (Milossi et al., 2021). This study hypothesizes that:

H2: Socio-cultural challenges have a statistically significant impact on artificial intelligence adoption by human resource managers.

2.4. The use of disruptive technology by human resource managers

The rapid pace of technological advancements presents unprecedented challenges for the 21st-century regulatory framework. Researchers and businesses are interested in investigating AI's effectiveness in HRM and HR managers' willingness to integrate this disruptive technology. Emerging technologies like advanced robotics, AI, distributed ledger technologies (DLT), and the Internet of Things (IoT) can lead to significant disruptions and exciting possibilities. A systematic and comprehensive approach is necessary for effectively utilizing these technologies. AI requires technical expertise, potentially increasing technical employment, and challenges training and upskilling for middle management, older employees, and all HRs (Khatri et al., 2020).

For HRM, disruptive technologies are considered beneficial for the complete employee life cycle starting from recruitment to retirement. Different pointers are likely to perceive its advantages; however, there is a lack of evidence about its antecedents and outcomes as disruptive technologies prevail in HRM (Priyashantha, 2023). Agarwal et al. (2021) identified the major obstacles to sustainable HR implementation in Industry 4.0 and ranked them in order of priority of practical implementation in an emerging economy. According to this study, performance appraisal is the most significant challenge, followed by learning and development. The study emphasized the need for job security and employee learning opportunities in the face of Industry 4.0's disruptions (Agarwal et al., 2021). While automation through AI can make processes more efficient and less biased, it relies heavily on data created by humans and can perpetuate human biases in the model's decisions. It has been reported that about 85% of the population of Jordan had never found access to the internet or research on content found online (Jihad & Várallyai, 2021). The Middle Eastern and African countries transformed their economic situation and stability within eight years.

Notably, about 62% of Jordanian companies believe in executing AI strategies, and about 48% have rapidly converted their conventional approaches to AI-based ones. Implementing AI in HRM proposes a unified theory of acceptance and use of technology (UTAUT2), a more advanced version of the HRM model (Jihad & Várallyai, 2021). The transition to this model requires the flexibility and adaptability of HRM officers to the new model and technologies. Security and privacy concerns hinder the adoption of AI technology in talent acquisition. According to a study by Pillai and Sivathanu (2020), AI technology's task and technology characteristics can affect its suitability for talent acquisition. Despite these challenges, many large companies use AI to enhance their digital transformation efforts and improve HRM for sustainable talent development. The talent-intelligent management system, a hybrid intelligent system, presents advantages and challenges for transforming HRM (Pillai & Sivathanu, 2020).

While the talent-intelligent management system has met the expectations of Society 5.0 by replacing repetitive tasks with digital technology, it is necessary to address potential challenges such as the replacement of human talent, the loss of managers' tacit knowledge, and the low interpretability of talent intelligent management system recommendations (Zhang et al., 2022). The solutions to these challenges include improving users' trust in talent intelligent management systems, balancing rational and irrational elements, and increasing the interpretability of AI algorithms.

H3: Artificial intelligence has a statistically significant impact as a disruptive technology when adopted by human resource managers.

2.5. Theoretical framework

The study's theoretical framework is based on three challenges of adopting AI in HRM. According to the TRA, any change that triggers the normality of a system directly affects human behavior (Hale et al., 2002). The study explores the legal, ethical, and technological risks associated with HR managers' adoption of AI. It highlights the potential for legal violations, data exposure, and errors, particularly if trust is not maintained. The study also explores HR managers' challenges in adopting AI tools and proposes a model to identify these issues. It also investigates the most likely challenges and their impact on HR managers' adoption of AI tools. The hypotheses were formed after carefully adopting concepts and literature records to understand why AI is necessary for HRM and to what extent it has been implemented. The main challenges focused on were legal affairs, socio-cultural affairs, and disruption caused by AI.

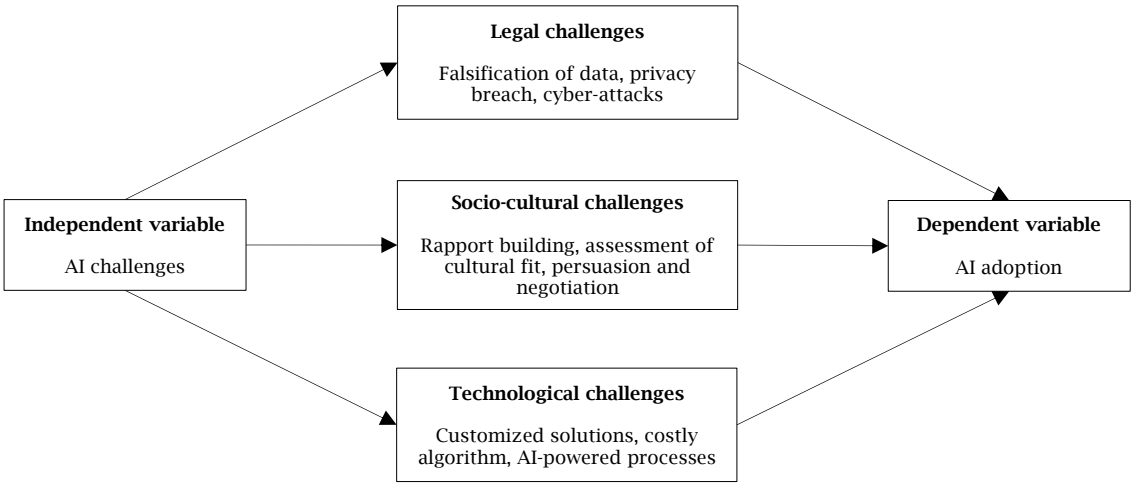
Legal risks are associated with concerns about data privacy, intellectual property, and compliance issues. These risks influence attitudes toward AI adoption, as HR managers may perceive the potential for hacking, data breaches, and decision-making errors as significant barriers. Without addressing these risks, trust in AI tools may remain low, hampering their widespread implementation.

Socio-cultural challenges relate to the alignment of AI with the human-centric aspects of HRM, such as rapport-building, cultural fit assessments, and unbiased decision-making. These factors influence subjective norms, where organizational culture and peer expectations play a pivotal role in shaping acceptance. HR managers may face resistance if AI is seen as compromising ethical practices or reducing the ability to make transparent, unbiased decisions. However, addressing these socio-cultural barriers has the potential to reduce problems such as nepotism and enhance objectivity.

Technological disruptions represent AI's role as a transformative innovation that reshapes HR processes. While AI can improve efficiency and accuracy, it also introduces challenges such as financial investment, long-term planning, and managing technological complexities. These factors directly affect HR managers' behavioral intentions, as they weigh the potential benefits of AI tools against the perceived disruptions and costs.

By integrating the TRA framework with these challenges, this study aims to identify key factors influencing HR managers' adoption of AI tools. These challenges reflect the broader dynamics of change within HRM, offering a model to explore their impact on adoption behavior. The conceptual framework of this study is presented in Figure 1.

Figure 1. Conceptual framework



3. RESEARCH METHODOLOGY

3.1. Research design

A quantitative research design was used to study the impact of organizational storytelling on organizational performance as proposed by the conceptual framework and to investigate the three hypotheses. The rationale for the selection of this design is based on its ability to present results in a quantifiable manner (Creswell & Creswell, 2017). However, a mixed-methods design could also be suitable, combining survey data with interviews to explore the perspectives of HR managers regarding AI adoption. This would provide rich, contextual data about challenges and solutions that might be ignored in quantitative studies only.

3.2. Ethical approval

Ethical approval was required to be signed by each participant before filling out the questionnaire to have written consent of participation from each individual. The ethical guidelines ensure the confidentiality of the identity of each participant. Participants were assured of the strict rules against mental and physical harm. Further, the data was ensured to be used only for this research.

3.3. Study setting

The study has targeted the IT, banking, digital content creation, and healthcare sectors in Jordan, and data was gathered from local IT companies (N = 169). Small and medium enterprises in Jordan were contacted to reach the participants in various companies. The questionnaire was sent via email.

3.4. Sample and procedure

The target respondents in this study were employees at managerial levels (first-line managers, middle and top managers) and employees. The main focus of this study was on HR managers in the various sectors mentioned above. With 363 companies currently operating in Jordan, the sample size was estimated using a proven formula for determining sample sizes:

$$n = \frac{Z^2 \times p \times (1-p)}{e^2} \times \frac{N}{N-1+\frac{Z^2 \times p \times (1-p)}{e^2}} \quad (1)$$

where,

- n is the required sample size;
- Z is the Z-score corresponding to the desired confidence level (95%);
- p is the estimated proportion of the population (assumed to be 0.5 for maximum variability);
- e is the margin of error (5%);
- N is the population size (363 companies).

A sample size of 169 companies was recommended. To enhance the robustness of the study, data were collected from 200 employees. Other sampling methods like snowball sampling (for identifying HR managers with significant experience in AI adoption) or stratified random sampling (for ensuring representation across different industries) could also be used.

The HR departments of selected firms were approached via email to seek permission for data collection. The email included the study's scope, objectives, and contribution. After attaining the approval, a list of employees at managerial levels was also obtained, and an email welcoming them for participation was sent, along with the attached questionnaire.

3.5. Data collection

A close-ended questionnaire was created by adapting questions from previously published studies (AL-Dosari et al., 2023; Gupta et al., 2021; Yamin et al., 2021). The first section documents the demographic profile of the respondents; the second section focuses on variables related to legal challenges, socio-cultural challenges, and disruptions in AI adoption for HR managers. The first aspect considered in the second section is the legal challenges, comprising five items derived from (Yamin et al., 2021). The second aspect considered in the second section is the sociocultural challenges, containing seven items derived from (Gupta et al., 2021). The third aspect considered in the second section is disruptions in AI adoption for HR managers, comprising eight items derived from (AL-Dosari et al., 2023).

Considerably, to ensure the accuracy of the content, the questionnaire was first created in English and subsequently translated into Arabic by an Arabic language expert, holder of a master's degree in translation. The translation process was conducted by an Arabic translator holding a master's degree.

3.6. Validity and reliability

A pilot test was performed to identify the validity and reliability of the questionnaire before proceeding toward the final analysis. Cronbach's alpha coefficient was calculated to measure the inter-reliability of the items in the questionnaire. In this regard, a sample of 15 respondents was selected for the pilot testing. Based on the general rule, Cronbach's alpha greater than 0.80 shows the questionnaire's greater validity and reliability in executing the final analysis. Table 1 below shows that the coefficient for Cronbach's alpha test measured 0.867, which is very good, indicating internal reliability (Hair et al., 2010). The current study achieved a value greater than the standard value (0.867 as the average value); hence, the data were considered reliable (see Table 1).

Table 1. Reliability statistics

Challenges for adopting AI HR managers	*Cronbach's alpha*
Legal challenges	0.801
Socio-cultural challenges	0.952
Technological challenges	0.848
Total	0.867

3.7. Data analysis

IBM Statistical Package for the Social Sciences (SPSS) version 23 was used to conduct the statistical analysis. Stepwise regression was used to predict the dependent variable, i.e., the challenges for HR managers adopting AI in HRM practices. Linear regression analysis was used to examine the overall impact of adopting AI in HRM practices. A p-value less than 0.05

is considered statistically significant, indicating a high confidence level in the observed results.

4. RESULTS

4.1. Demographics

Table 2 presents the demographic characteristics of the participants and shows that 51% of the participants were female while 49% were male with the age group of 46 years old to 50 years old (35.5%) followed by 35 years old to 39 years old (34%) then 40 years old to 45 years old (30.5%). Most of the participants were highly educated with M.Phil./Ph.D. qualifications (35.5%) followed by masters (33%) than graduates (31.5%) with working experience of fewer than 5 years (54%), while the remaining participants had a working experience of more than 5 years (46%).

Table 2. Demographic profile of respondents

Item	*Measures*	*Frequency*	*%*
Age	35–39 years old	68	34.0
	40–45 years old	61	30.5
	46–50 years old	71	35.5
Gender	Male	98	49.0
	Female	102	51.0
Qualification	Graduate	63	31.5
	Masters	66	33.0
	M.Phil./PhD	71	35.5
Working space	< 5 years	108	54.0
	> 5 years	92	46.0

4.2. Hypothesis testing

Table 3 fulfills the assumptions of the regression model. All the variance inflation factor values show that multi-collinearity did not hinder the regression model, while the test of statistical tolerance gives a nearly constant tolerance level greater than 0.01 minimum tolerance. The major center tendency (skewness) indicates that the data is normally distributed. The major center tendency (skewness) for all challenges nearly gives a constant value between -1 and +1, which indicates that the provided data is normally distributed.

Table 3 indicates that while dealing with the legal challenges posed by the AI for HR managers, the provision of falsified data was most likely to occur and impact the AI adoption, but negligence in generating the database was the least probable problem faced by the company. When considering the socio-cultural challenges, the most significant challenge impacting AI adoption is the biased decision-making by the AI HR manager. At the same time, the adequate performance of cultural fit assessments will most likely not have any impact. When considering AI as a disruptive technology, it is most likely to have negative implications on the business' budget in the long term.

Table 3. Multiple regression analysis model

Model	*Unstandardized coefficients*		*Standardized coefficients*	*t*	*Sig.*	*Collinearity statistics*		*Skewness*
	B	*Std. error*	*Beta*			*Tolerance*	*VIF*	
(Constant) legal challenges	1.629	0.579	-	2.814	0.005	-	-	-
Privacy breaches	0.033	0.045	0.055	0.735	0.464	0.903	1.107	0.070
Falsified data	-0.066	0.041	-0.118	-1.619	0.017	0.930	1.075	-0.020
Negligence	0.009	0.041	0.016	0.222	0.824	0.923	1.083	-0.014
Restricted policies	0.021	0.044	0.037	0.485	0.628	0.879	1.137	-0.017
Violate intellectual property rights	-0.035	0.043	-0.061	-0.816	0.416	0.889	1.125	-0.078
(Constant) sociocultural challenges	1.629	0.579	-	2.814	0.005	-	-	-
Rapport building	-0.026	0.044	-0.042	-0.575	0.566	0.926	1.080	0.001
Cultural fit assessment	0.007	0.045	0.012	0.157	0.876	0.865	1.156	0.158
Negotiations function	0.022	0.044	0.037	0.496	0.620	0.910	1.098	0.127
Data biases	-0.020	0.041	-0.036	-0.485	0.628	0.918	1.090	0.023
Data protection laws	0.010	0.044	0.016	0.218	0.827	0.893	1.120	0.076
Unbiased decision	-0.092	0.044	-0.156	-2.102	0.037	0.910	1.099	0.083
Transparent decision-making	0.015	0.044	0.026	0.354	0.724	0.915	1.093	0.015
(Constant) disruptive technology	1.629	0.579	-	2.814	0.005	-	-	-
Handle technical issues	0.060	0.044	0.099	1.363	0.175	0.953	1.049	-0.038
Efficient and accurate	0.010	0.044	0.017	0.221	0.825	0.866	1.155	0.016
Disruption in system	0.044	0.042	0.076	1.046	0.297	0.956	1.046	0.115
Affordable	-0.033	0.043	-0.058	-0.771	0.442	0.892	1.121	0.023
Long-term outweighed budgets	0.122	0.042	0.211	2.910	0.004	0.943	1.060	-0.129
Require customized solutions	0.052	0.042	0.090	1.240	0.217	0.940	1.064	0.060
Provide customized solutions	0.005	0.043	0.010	0.128	0.898	0.881	1.135	0.002
Return on investment	-0.004	0.044	-0.007	-0.095	0.924	0.874	1.145	0.030

Table 4. Analysis of variance (ANOVA) testing for the significance of the regression model

Model		*Sum of squares*	*df*	*Mean square*	*F*	*Sig.*
1	Regression	14.516	20	0.726	1.090	0.036
	Residual	119.164	179	0.666	-	-
	Total	133.680	199	-	-	-

Table 4 indicates that all independent variables predict the dependent variable, showing that the model fits the data well (0.036 < 0.05).

Multiple linear regression analysis shows a positive relationship between the three hypotheses and AI adoption (see Table 5). A variability of 1.09% is given for all the dependent variables.

Table 5. Regression analysis model

Model	*R*	*R-square*	*Adjusted R-square*	*Change statistics*		
				R-square change	*F-change*	*Sig. F-change*
1	0.330	0.109	0.009	0.109	1.090	0.036

5. DISCUSSION

This research identifies the impact of the adoption of AI on HRM. The findings reveal the tri-pillar nature of the challenges being presented by AI-based HR management systems as having legal, socio-cultural, and technological ramifications.

Adopting AI is not a trustless procedure, and implementing such technologies can be challenging considering the violation of rights. It is enough for the AI system to produce one inaccurate analysis, and the entire company is at stake. The company adopting AI-based HRM faces the threat of hacking, falsified information, harmful consequences of a misled database, the threat to privacy policies, and anonymous sources of databases violating intellectual property rights. These legal issues were tested in this study. The legal challenges faced by organizations that adopt AI-based HR management systems include the risk of privacy breaches by hackers and the potential violation of intellectual property rights by AI-databased HR managers. The current study highlights a higher chance of falsified and unappropriated databases provided by the AI tool (see Table 3). The results of this study confirm that AI tools may be subject to restriction policies to address data protection issues. It highlights the need for organizations to prioritize data security and protection, especially when dealing with sensitive employee information (Habbal et al., 2024). While analyzing the legal issues, a study posited that the legal framework is not unbiased and that many factors may lead to an unjust decision and violation of privacy (Tambe et al., 2019).

The results of this study uphold this hypothesis and confirm that a statistically significant impact of socio-cultural challenges exists on the adoption of AI HR managers. AI has an intelligence of its own and operates according to its algorithms. In all cases, the system cannot perform according to a person's needs. The data generated by an AI tool is self-generated, and an authentic source is not provided, so the database is not trusted. Regarding socio-cultural challenges, the findings revealed that AI-enabled tools are unreliable in making unbiased decisions during recruitment, which is essential in HRM. The study also shows that AI-based recruitment tools may perpetuate biases in the data, which can affect diversity and inclusion efforts. These findings emphasize the importance of incorporating human judgment in AI-based HR management systems to ensure fair and unbiased decisions. The study also reveals that AI-based recruitment tools may perpetuate biases in the data, which can affect diversity and inclusion efforts. These findings emphasize the importance of incorporating human judgment in AI-based HR management systems to ensure fair and unbiased decisions. The results indicate that negotiation and persuasion in decision-making are inadequate for AI-based tools. However, Stanley and Aggarwal (2019) revealed that AI will be given some domain in the decision-making process due to its highly beneficial and speedy system; HR managers should prepare to work side by side with AI-based tools and technology in the future (Stanley & Aggarwal, 2019). Emerging technologies have significantly impacted HRM, and some of the disruptive technologies that have transformed HRM include social media, cloud computing, big data, data analytics, mobile technology, and the IoT. These technologies have enabled organizations to streamline HR processes, enhance employee engagement and productivity, and improve the accuracy and efficiency of HR decision-making (Priyashantha, 2023).

The study also identified various technological challenges organizations face when adopting AI-based HR management systems. While AI tools are expected to improve the efficiency and accuracy of the recruitment process, they may also lead to disruption in the system. The current study highlighted the benefits of adopting AI tools in HR management. It came forward with the result that budgeting in the organization for an extended period is a prominent beneficial aspect of AI adoption. Organizations need to develop customized solutions for HR managers and ensure that the costs of AI tools meet their budget capacity. Another problem with the technical complexities is the requirement for an extensive database. A study indicated 12 data science technologies that do not give appropriate results when a rare outcome is required (Junqué de Fortuny et al., 2013). The current study came forward with the results indicating that the benefits of using AI will be enough to overrule the objection to implementing AI-based tools in HR management. However, earlier research suggested the adoption of AI in the HR recruitment system (Priyashantha, 2023), while another study advocated against the use of AI-based tools in health care, suggesting that it is a highly unreliable technology (Meskó et al., 2018).

Interestingly, the results of this study show that respondents' qualifications and working experience significantly affect their perceptions of the challenges of adopting AI-based HR management systems. For example, respondents with more working experience were concerned about AI tools not performing negotiation functions during recruitment. In contrast, respondents with higher qualifications were more likely to perceive AI-databased HR managers as violating intellectual property rights. This study highlights the need for organizations to consider legal, socio-cultural, and technological challenges when adopting AI-based HR management systems. The findings also suggested that incorporating human judgment and customizing AI solutions for HR managers can help organizations overcome these challenges. These insights can guide organizations in developing effective strategies for integrating AI-based HR management systems while ensuring compliance, fairness, and efficiency.

The study suggests several implications that can elaborate on adopting AI tools in HRM. The legal barriers in the study can be easily overcome by testing and training the model. AI tools can be used in law enforcement, and the results generated from AI-based technology are more precise than those of humans. AI tools can be used in the health sector to recruit medical staff.

6. CONCLUSION

This study's identification of challenges that could prevent AI from being adopted in HRM has produced several positive findings, including the possibility of legal challenges. The study provides evidence that implementing AI challenges can effectively address socio-cultural obstacles. Nevertheless, since technology is not lawless and untrustworthy, disruption is inevitable. The fastest performance of AI tools compared to the typical human brain is the most reliable of the many advantages. After reading millions of data sets, AI can reach the hiring conclusion faster, considering the size of the dataset required for the hiring process is too lengthy for a human brain to process. Proper application of AI techniques can also contribute to data privacy. AI can offer security and privacy since cyber security systems are AI-based computer systems that guard against cyberattacks. This technology is incredibly innovative and can be applied to the hiring process in many industries.

Although the study serves as a foundation for addressing region-specific HRM challenges and encourages the development of actionable strategies for better AI adoption, there are certain limitations of this study. The study relies on self-reported data from HR managers that fail to capture the full complexity of AI adoption challenges or the experiences of employees at other organizational levels. Future studies could employ mixed-methods approaches to provide deeper insights into AI adoption in HRM strategies. Also, future studies could recruit managers from across different countries or industries to understand global and regional trends.

The study suggests several implications that can elaborate on adopting AI tools in HRM. The legal barriers in the study can be easily overcome by testing and training the model. AI tools can be used in law enforcement, and the results generated from AI-based technology are more precise than those of humans. AI tools can be used in the health sector to recruit medical staff. The data provided for the recruitment process is generally too long to be processed by a human brain; an efficient AI model can make this decision with much better applicability. AI tools work faster than a human brain. It can read millions of data sets and give a much more efficient solution in very little time. The correct use of AI tools can help provide data privacy as well. Cyber security is also an AI-based computer system that prevents cyber-attacks; therefore, AI can provide security and privacy. Innovation in this technology is immeasurable and can be implemented in various sectors for the recruitment process.

REFERENCES

Agarwal, V., Mathiyazhagan, K., Malhotra, S., & Saikouk, T. (2021). Analysis of challenges in sustainable human resource management due to disruptions by Industry 4.0: An emerging economy perspective. *International Journal of Manpower*, *43*(2), 513–541. https://doi.org/10.1108/IJM-03-2021-0192

Akintayo, D. I., Shadare, O. A., Onikoy, I. A., & Olaniyan, T. S. (2020). Impact of emotional intelligence on diversity management in Nigeria Breweries in Oyo State, Nigeria. *Management Science and Engineering*, *14*(1), 34–43. https://www.flr-journal.org/index.php/mse/article/view/11682

Akter, S., Michael, K., Uddin, M. R., McCarthy, G., & Rahman, M. (2022). Transforming business using digital innovations: The application of AI, blockchain, cloud and data analytics. *Annals of Operations Research*, *308*, 7–39. https://doi.org/10.1007/s10479-020-03620-w

AL-Dosari, K., Fetais, N., & Kucukvar, M. (2023). A shift to green cybersecurity sustainability development: Using triple bottom-line sustainability assessment in Qatar transportation sector. *International Journal of Sustainable Transportation*, *17*(12), 1287–1301. https://doi.org/10.1080/15568318.2023.2171321

Alrakhawi, H. A. S., Elqassas, R., Elsobeihi, M. M., Habil, B., Abunasser, B. S., & Abu-Naser, S. S. (2024). Transforming human resource management: The impact of artificial intelligence on recruitment and beyond. *International Journal of Academic Information Systems Research*, *8*(8), 1–8. https://philpapers.org/archive/ALRTHR.pdf

Becker, L. T., & Gould, E. M. (2019). Microsoft Power BI: Extending Excel to manipulate, analyze, and visualize diverse data. *Serials Review*, *45*(3), 184–188. https://doi.org/10.1080/00987913.2019.1644891

Berente, N., Gu, B., Recker, J., & Santhanam, R. (2019). Call for papers MISQ special issue on managing AI. *MIS Quarterly*, 1–5. https://misq.umn.edu/pub/skin/frontend/default/misq/pdf/CurrentCalls/ManagingAI.pdf

Bersin, J., & Chamorro-Premuzic, T. (2020). New ways to gauge talent and potential. In *A manager's guide to the new world of work: The most effective strategies for managing people, teams, and organizations*. The MIT Press. https://doi.org/10.7551/mitpress/13661.003.0021

Bostrom, R. P., & Heinen, J. S. (1977). MIS problems and failures: A socio-technical perspective. Part I: The causes. *MIS Quarterly*, *1*(3), 17–32. https://doi.org/10.2307/248710

Creswell, J. W., & Creswell, J. D. (2017). *Research design: Qualitative, quantitative, and mixed methods approaches* (5th ed.). SAGE Publications.

Dragusha, B., & Prenaj, V. (2021). The role of social networks as a tool for an effective recruitment process in the enterprises in Kosovo. *Journal of Eastern European and Central Asian Research*, *8*(3), 384–394. https://doi.org/10.15549/jeecar.v8i3.696

Dragusha, B., & Ukaj, M. (2021). Theoretical framework on effectiveness of e-recruitment on human resource management. *Sochi Journal of Economy*, *15*(2), 140–145. https://surl.li/rnwbce

Du, S., & Xie, C. (2021). Paradoxes of artificial intelligence in consumer markets: Ethical challenges and opportunities. *Journal of Business Research*, *129*, 961–974. https://doi.org/10.1016/j.jbusres.2020.08.024

Fernández-Martínez, C., & Fernández, A. (2020). AI and recruiting software: Ethical and legal implications. *Paladyn, Journal of Behavioral Robotics*, *11*(1), 199–216. https://doi.org/10.1515/pjbr-2020-0030

Flavián, C., Pérez-Rueda, A., Belanche, D., & Casaló, L. V. (2022). Intention to use analytical artificial intelligence (AI) in services — The effect of technology readiness and awareness. *Journal of Service Management*, *33*(2), 293–320. https://doi.org/10.1108/JOSM-10-2020-0378

Foiji, M. H., Hoque, M. A., & Khan, M. B. H. (2019). Strategic potential of e-HRM in outsourcing HR functions. *International Journal of Business and Social Research*, *9*(2), 1–10. https://thejournalofbusiness.org/index.php/site/article/view/1161/695

Galanaki, E., Lazazzara, A., & Parry, E. (2019). A cross-national analysis of e-HRM configurations: Integrating the information technology and HRM perspectives. In A. Lazazzara, R. Nacamulli, C. Rossignoli, & S. Za (Eds.), *Lecture notes in information systems and organisation: Vol. 27. Organizing for digital innovation: At the interface between social media, human behavior and inclusion* (pp. 261–276). Springer. https://doi.org/10.1007/978-3-319-90500-6_20

Gethe, R. K. (2022). Extrapolation of talent acquisition in AI aided professional environment. *International Journal of Business Innovation and Research*, *27*(4), 462–479. https://doi.org/10.1504/IJBIR.2022.122510

Gupta, P. K., Prasanna, D. V., & Raghunath, S. S. (2021). How artificial intelligence can undermine security: An overview of the intellectual property rights and legal problems involved. In R. Kumar & S. Paiva (Eds.), *Applications in ubiquitous computing* (pp. 37–58). Springer. https://doi.org/10.1007/978-3-030-35280-6_3

Habbal, A., Ali, M. K., & Abuzaraida, M. A. (2024). Artificial intelligence trust, risk and security management (AI TRiSM): Frameworks, applications, challenges and future research directions. *Expert Systems with Applications*, *240*, Article 122442. https://doi.org/10.1016/j.eswa.2023.122442

Hair, J. F., Jr., Black, W. C., Babin, B. J., & Anderson, R. E. (2010). *Multivariate data analysis: A global perspective* (7th ed.). Pearson.

Hale, J. L., Householder, B. J., & Greene, K. L. (2002). The theory of reasoned action. In J. P. Dillard & M. Pfau (Eds.), *The persuasion handbook: Developments in theory and practice* (pp. 259–286). SAGE Publications. https://doi.org/10.4135/9781412976046.n14

International Trade Administration (ITA). (2024). *Jordan — Country commercial guide. Information and communication technology*. https://www.trade.gov/country-commercial-guides/jordan-information-and-communication-technology

Jihad, F., & Várallyai, L. (2021). Proposed model for artificial intelligence acceptance in recruitment: Telecom in Jordan. *Journal of Agricultural Informatics*, *12*(2). https://doi.org/10.17700/jai.2021.12.2.593

Junqué de Fortuny, E., Martens, D., & Provost, F. (2013). Predictive modeling with big data: Is bigger really better? *Big Data*, *1*(4), 215–226. https://doi.org/10.1089/big.2013.0037

Kaloudi, N., & Li, J. (2020). The AI-based cyber threat landscape: A survey. *ACM Computing Surveys*, *53*(1), 1–34. https://doi.org/10.1145/3372823

Khatri, S., Pandey, D. K., Penkar, D., & Ramani, J. (2020). Impact of artificial intelligence on human resources. In N. Sharma, A. Chakrabarti, & V. Balas (Eds.), *Data management, analytics and innovation: Proceedings of ICDMAI 2019* (Vol. 2, pp. 365–376). Springer. https://doi.org/10.1007/978-981-13-9364-8_26

Mahmoud, A. B. (2021). Like a cog in a machine: The effectiveness of AI-powered human resourcing. In C. Machado & J. Davim (Eds.), *Advances in intelligent, flexible, and lean management and engineering* (pp. 1–20). IGI Global Scientific Publishing. https://doi.org/10.4018/978-1-7998-5768-6.ch001

Maier, C., Laumer, S., Wirth, J., & Weitzel, T. (2019). Technostress and the hierarchical levels of personality: A two-wave study with multiple data samples. *European Journal of Information Systems*, *28*(5), 496–522. https://doi.org/10.1080/0960085X.2019.1614739

Mantello, P., Ho, M.-T., Nguyen, M.-H., & Vuong, Q.-H. (2023). Bosses without a heart: Socio-demographic and cross-cultural determinants of attitude toward emotional AI in the workplace. *AI & Society*, *38*, 97–119. https://doi.org/10.1007/s00146-021-01290-1

Mantzaris, K., & Myloni, B. (2023). Human vs technology: A cross-cultural comparison of HR professionals' perceptions. *International Journal of Manpower*, *44*(1), 58–76. https://doi.org/10.1108/IJM-05-2020-0197

Manyika, J. (2017). *A future that works: AI, automation, employment, and productivity*. McKinsey Global Institute. https://www.jbs.cam.ac.uk/wp-content/uploads/2020/08/170622-slides-manyika.pdf

Meskó, B., Hetényi, G., & Győrffy, Z. (2018). Will artificial intelligence solve the human resource crisis in healthcare? *BMC Health Services Research*, *18*, Article 545. https://doi.org/10.1186/s12913-018-3359-4

Milossi, M., Alexandropoulou-Egyptiadou, E., & Psannis, K. E. (2021). AI ethics: Algorithmic determinism or self-determination? The GPDR approach. *IEEE Access*, *9*, 58455–58466. https://doi.org/10.1109/ACCESS.2021.3072782

Nguyen, T.-M., & Malik, A. (2022). Impact of knowledge sharing on employees' service quality: The moderating role of artificial intelligence. *International Marketing Review*, *39*(3), 482–508. https://doi.org/10.1108/IMR-02-2021-0078

Nishad, N. U., & Gurav, M. D. (2019). Impacts of artificial intelligence in human resource management. *Think India Journal*, *22*(32), 45–47. https://thinkindiaquarterly.org/index.php/think-india/article/view/17850/12857

O'Donovan, D. (2019). HRM in the organization: An overview. In C. Machado & J. Davim (Eds.), *Management science: Foundations and innovations* (pp. 75–110). Springer. https://doi.org/10.1007/978-3-030-13229-3_4

Ore, O., & Sposato, M. (2022). Opportunities and risks of artificial intelligence in recruitment and selection. *International Journal of Organizational Analysis*, *30*(6), 1771–1782. https://doi.org/10.1108/IJOA-07-2020-2291

Pethe, H., & Jumle, A. (2022). Artificial intelligence's impact on human resource management. *International Journal of Research Publication and Reviews*, *3*(4), 1549–1553. https://ijrpr.com/uploads/V3ISSUE4/IJRPR3514.pdf

Pillai, R., & Sivathanu, B. (2020). Adoption of artificial intelligence (AI) for talent acquisition in IT/ITeS organizations. *Benchmarking: An International Journal*, *27*(9), 2599–2629. https://doi.org/10.1108/BIJ-04-2020-0186

Prentice, C., & Nguyen, M. (2020). Engaging and retaining customers with AI and employee service. *Journal of Retailing and Consumer Services*, *56*, Article 102186. https://doi.org/10.1016/j.jretconser.2020.102186

Prikshat, V., Malik, A., & Budhwar, P. (2023). AI-augmented HRM: Antecedents, assimilation and multilevel consequences. *Human Resource Management Review*, *33*(1), Article 100860. https://doi.org/10.1016/j.hrmr.2021.100860

Priyashantha, K. G. (2023). Disruptive technologies for human resource management: A conceptual framework development and research agenda. *Journal of Work-Applied Management*, *15*(1), 21–36. https://doi.org/10.1108/JWAM-10-2022-0069

Qasaimeh, G. M., & Jaradeh, H. E. (2022). The impact of artificial intelligence on the effective applying of cyber governance in Jordanian commercial banks. *International Journal of Technology, Innovation and Management*, *2*(1), 68–86. https://doi.org/10.54489/ijtim.v2i1.61

Rai, A., Constantinides, P., & Sarker, S. (2019). Next generation digital platforms: Toward human-AI hybrids. *MIS Quarterly*, *43*(1), 3–9. https://surl.li/qkwcge

Rane, N. (2024). Role and challenges of ChatGPT, Gemini, and similar generative artificial intelligence in human resource management. *Studies in Economics and Business Relations*, *5*(1), 11–23. https://doi.org/10.48185/sebr.v5i1.1001

Re, R. M., & Solow-Niederman, A. (2019). Developing artificially intelligent justice. *Stanford Technology Law Review*, *22*, 242–289. https://law.stanford.edu/wp-content/uploads/2019/08/Re-Solow-Niederman_20190808.pdf

Rodrigues, R. (2020). Legal and human rights issues of AI: Gaps, challenges and vulnerabilities. *Journal of Responsible Technology*, *4*, Article 100005. https://doi.org/10.1016/j.jrt.2020.100005

Sakka, F., El Maknouzi, M. E. H., & Sadok, H. (2022). Human resource management in the era of artificial intelligence: Future HR work practices, anticipated skill set, financial and legal implications. *Academy of Strategic Management Journal*, *21*(1, special issue), 1–14. https://surl.li/smaimo

Salwei, M. E., & Carayon, P. (2022). A sociotechnical systems framework for the application of artificial intelligence in health care delivery. *Journal of Cognitive Engineering and Decision Making*, *16*(4), 194–206. https://doi.org/10.1177/15553434221097357

Slotwinska, K. (2021). Artificial Intelligence — An opportunity or a threat for the protection of human rights? *European Research Studies Journal*, *24*(2, special issue, part 2), 716–728. https://doi.org/10.35808/ersj/2849

Stanley, D. S., & Aggarwal, V. (2019). Impact of disruptive technology on human resource management practices. *International Journal of Business Continuity and Risk Management*, *9*(4), 350–361. https://doi.org/10.1504/IJBCRM.2019.102608

Tambe, P., Cappelli, P., & Yakubovich, V. (2019). Artificial intelligence in human resources management: Challenges and a path forward. *California Management Review*, *61*(4), 15–42. https://doi.org/10.1177/0008125619867910

Tarafdar, M., Maier, C., Laumer, S., & Weitzel, T. (2020). Explaining the link between technostress and technology addiction for social networking sites: A study of distraction as a coping behavior. *Information Systems Journal*, *30*(1), 96–124. https://doi.org/10.1111/isj.12253

Upadhyay, A. K., & Khandelwal, K. (2018). Applying artificial intelligence: Implications for recruitment. *Strategic HR Review*, *17*(5), 255–258. https://doi.org/10.1108/SHR-07-2018-0051

Wirtz, J. (2020). Organizational ambidexterity: Cost-effective service excellence, service robots, and artificial intelligence. *Organizational Dynamics*, *49*(3), Article 100719. https://doi.org/10.1016/j.orgdyn.2019.04.005

Yamin, M. M., Ullah, M., Ullah, H., & Katt, B. (2021). Weaponized AI for cyber attacks. *Journal of Information Security and Applications*, *57*, Article 102722. https://doi.org/10.1016/j.jisa.2020.102722

Zhang, X., Wei, X., Ou, C. X. J., Caron, E., Zhu, H., & Xiong, H. (2022). From human-AI confrontation to human-AI symbiosis in Society 5.0: Transformation challenges and mechanisms. *IT Professional*, *24*(3), 43–51. https://doi.org/10.1109/MITP.2022.3175512