

The Role of Artificial Intelligence (AI) in Enhancing Human Resources: Opportunities and Challenges

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Finally, I dedicate this achievement to my family and friends for their unwavering support and motivation throughout this journey.

Dedication

This work is dedicated to my beloved family, whose endless support, encouragement, and faith in me have been my greatest source of strength throughout this journey.

To my professors and mentors, who inspired me to pursue excellence and instilled in me the value of knowledge and perseverance.

And to all those who believe in the power of education and innovation this achievement is for you.

Abstract

Purpose:

This study aims to explore the role of artificial intelligence (AI) in enhancing human resource (HR) functions, focusing on recruitment, performance management, employee development, and strategic decision-making within organizations.

Methodology:

A quantitative research approach was adopted using a structured questionnaire based on the five-point Likert scale. working in various sectors. Data were analyzed using advanced statistical methods, including descriptive statistics, reliability analysis, and inferential analysis.

Findings:

The results indicate that AI significantly improves the efficiency, accuracy, and strategic value of HR operations. Specifically, AI positively influences recruitment processes, enhances employee performance evaluation, supports targeted training and development programs, and contributes to better HR decision-making.

Originality & Implication:

This research provides empirical evidence on the transformative impact of AI in human resource management. It highlights the importance of integrating AI technologies into HR practices to achieve higher organizational performance and innovation. The study offers valuable insights for HR professionals, managers, and policymakers seeking to leverage AI for human capital development.

Keywords:

Artificial Intelligence, Human Resource Management, Recruitment, Performance Management, Employee Development, Digital Transformation

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1. Introduction

1.1. Research Background

Artificial Intelligence (AI) has rapidly become a fundamental pillar in the digital transformation of the Human Resources (HR) sector. According to a report by Gartner (2023), approximately 80% of global companies now leverage AI technologies in their recruitment and talent management processes. AI relies heavily on Big Data analytics and Machine Learning techniques to enhance various HR operations such as hiring, employee training, and performance evaluations, ultimately boosting operational efficiency and reducing organizational costs (Davenport & Ronanki, 2018). This study aims to explore the role of AI in advancing HR practices, emphasizing both the opportunities it presents and the challenges that may hinder its effective implementation. The research will focus specifically on a case study involving the 2024 graduates of the Human Resources Department, utilizing recent literature and empirical studies as a foundation. In today's era of rapid technological advancements and smart infrastructure development, countries around the world are racing to integrate AI across societal and economic sectors, including HR management. Nations such as China, the United States, and Canada have launched national AI strategies to secure leadership in this domain.

For instance, IBM introduced its "Talent & Transformation" initiative, which seeks to revolutionize HR functions through AI applications, emphasizing the necessity for human skills evolution to meet the demands of the digital age.

In the Arab world, the United Arab Emirates has taken pioneering steps by establishing the world's first Ministry of Artificial Intelligence in 2017, aimed at accelerating AI adoption across various sectors (UAE Ministry of Economy, 2018). Furthermore, in 2019, Abu Dhabi announced the establishment of Mohamed bin Zayed University of Artificial Intelligence, the first graduate-level institution specializing in AI research, with a

mission to empower students, institutions, and governments to innovate in this field.

Similarly, Saudi Arabia founded the Saudi Data and Artificial Intelligence Authority (SDAIA) in 2019, aligning with Vision 2030 to enhance the Kingdom's standing in digital governance and smart infrastructure. SDAIA focuses on data governance, building technological capabilities, and fostering continuous innovation (Saudi Data and Artificial Intelligence Authority, 2019).

Given this context, AI emerges as a key driver for enhancing the efficiency and effectiveness of HR management. Organizations, both in the industrial and service sectors, are now required to adopt innovative, digitally-focused strategies to remain competitive (Ahmadi, 2024).

Accordingly, this study seeks to analyze the intricate relationship between AI and the effectiveness of HR practices, with a particular emphasis on the mediating role of digital transformation. The primary objective is to examine how AI can optimize HR processes and how digital transformation facilitates the integration of AI into organizational frameworks (Abasaheb, 2024).

The Evolution of Artificial Intelligence in Human Resources

Year	Major Development
1950	The concept of Artificial Intelligence was introduced for the first time (Alan Turing).
1990	The beginning of the use of Expert Systems in Human Resource Management.
2010	The widespread adoption of Big Data analytics in HR operations.
2015	The application of Machine Learning in recruitment processes.
2020	The development of Generative AI systems to enhance employee experience.

1.2. Research Problem

Despite the substantial benefits that Artificial Intelligence (AI) brings to the field of Human Resources (HR), its adoption still encounters significant challenges. These obstacles include a shortage of digital competencies among recent graduates, resistance to change among HR professionals and employees, and ethical and legal concerns surrounding data privacy and algorithmic bias (Brynjolfsson & McAfee, 2017).

Although AI holds transformative potential for revolutionizing HR practices, its implementation remains inconsistent. Key barriers include:

- Limited digital skills among new HR entrants.
- Resistance to technological change among HR professionals and employees.
- Ethical and regulatory issues regarding data protection and fairness in AI algorithms.

Accordingly, there is an urgent need to explore how AI can be effectively and ethically integrated into HR functions, particularly from the standpoint of future HR practitioners.

1.2.1. Theoretical Gaps

While existing research has discussed AI in business contexts, there remains a theoretical gap in understanding AI's specific applications within HR functions in emerging labor markets.

1.2.2. Practical Gaps

There is insufficient empirical evidence on how newly graduating HR professionals perceive the integration of AI into their future work environments and the actual readiness of institutions to implement AI-driven HR solutions.

1.3. Research Significance

1.3.1. At the theoretical level

This research enriches the academic discussion on AI and HR by providing updated empirical data specific to the application of AI in HRM in the Arab world, particularly among upcoming HR professionals.

1.3.2. At the practical level

The study offers actionable recommendations for universities, HR departments, and policymakers to bridge the skill gap, promote AI training programs, and facilitate a smoother digital transformation in HR practices.

1.4. Research Questions

- How does AI improve recruitment, training, and performance evaluation in HR?
- What opportunities does AI present for HR graduates entering the workforce?
- What are the key challenges facing HR graduates in implementing AI technologies?

1.5. Research Objectives

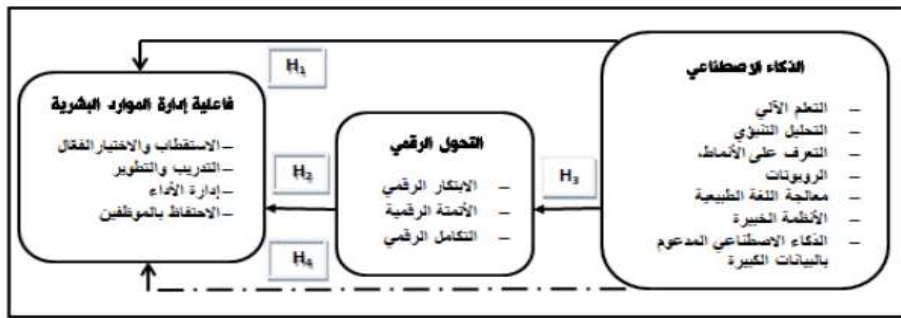
- To assess the impact of AI on HR practices.
- To identify the opportunities AI creates for HR management.
- To examine the challenges that HR graduates may face when using AI technologies.

1.6. Research Hypotheses

- **H1:** AI significantly enhances the efficiency of HR operations.
- **H2:** AI supports better employee training and development programs.
- **H3:** AI improves the effectiveness of employee engagement strategies.
- **H4:** Challenges related to skills and ethical concerns moderate the successful adoption of AI in HR.

1.7. Research Model

- **Independent Variable:** The Role of Artificial Intelligence.
- **Dependent Variable:** Improvement of Human Resources Practices.



شكل (١) الإطار المفاهيمي للعلاقة بين المتغيرات

المصدر : إعداد الباحث في ضوء الدراسات السابقة

1.8. Scope of The Study

The study focuses on graduates from the Human Resources Department (Class of 2024) in Saudi Arabia. It evaluates perceptions, readiness, and anticipated challenges regarding the use of AI in HR processes.

1.9. The Project Structure

The study is structured as follows:

- **Chapter One:** Introduction.
- **Chapter Two:** Literature Review.
- **Chapter Three:** Research Methodology.
- **Chapter Four:** Conclusions, Limitations, and Recommendations.

2.Literature Review

2.1. Introduction

This chapter explores the fundamental concepts of Artificial Intelligence (AI) and its applications in Human Resource Management (HRM), with a particular focus on the relevant literature addressing this subject.

2.2. The independent variable: Artificial Intelligence and Human Resource Management.

Concept of Artificial Intelligence

Artificial Intelligence (AI) is defined as a branch of computer science dedicated to developing systems capable of mimicking human behavior and making intelligent decisions (Yawalkar, 2019). This field encompasses various technologies such as Machine Learning (ML), Natural Language Processing (NLP), and Computer Vision, which enable machines to perform tasks traditionally requiring human intelligence, including learning, reasoning, and creativity (Al-Noor, 2005).

AI aims to create systems that replicate human decision-making processes (Babina et al., 2024). It integrates a wide range of technologies like machine learning, natural language processing, and computer vision to enhance capabilities across different domains.

In Human Resource Management, AI plays a crucial role in optimizing operations. It facilitates employee data analysis, predicts training needs, and provides innovative solutions to enhance employee experiences. Numerous studies have demonstrated that the adoption of AI technologies in HR leads to increased operational efficiency and improved employee performance (Yu et al., 2024).

Moreover, AI enables the analysis of big data to refine recruitment processes, forecast employee performance, and customize training programs to individual needs. According to Marler and Boudreau (2017), AI can reduce recruitment time by up to 70% while simultaneously improving the quality of candidate selection.

Importance of Artificial Intelligence

Artificial Intelligence serves as a vital tool for enhancing HRM by accelerating administrative processes, improving decision-making accuracy, and reducing the time and effort spent on routine tasks. Furthermore, AI supports identifying training needs, analyzing employee performance, and providing predictive insights that contribute to an enriched employee experience (Soni, 2022).

2.3. The dependent variable: Enhancing Human Resource Management.

Enhancing Human Resource Management refers to the ability of HR functions to boost an organization's overall performance through effective employee management (Dibie & Chukwuka, 2024). This process involves several critical activities, including talent acquisition, development, and retention. Here, AI technologies and digital transformation play a significant role in refining talent management strategies, leading to improved employee performance and increased job satisfaction.

Recent studies have shown a direct link between the adoption of modern technologies and the enhancement of HRM practices, with organizations investing in these technologies reporting better employee performance and higher satisfaction rates (Kubatko & Ozim, 2024).

Applications of Artificial Intelligence in HRM:

- **Recruitment:** AI is employed to analyze resumes, conduct virtual interviews, and identify the most suitable candidates for open positions (Jia et al., 2018).
- **Training:** AI helps design customized training programs tailored to employees' needs and provides real-time feedback to enhance learning outcomes (Chhibber & Haidari, 2022).
- **Performance Management:** AI tools offer objective evaluations of employee performance, aiding in the identification of strengths and areas for improvement (Yawalkar, 2019).
- **Automation of Routine Tasks:** AI automates repetitive tasks such as payroll management, data analysis, and performance assessments, reducing human errors and boosting efficiency (Jia et al., 2018).

Table: Artificial Intelligence Tools Used in Human Resource Management

Description	Tool	Tool Overview
Recruitment Management and Candidate Tracking	Workable	Workable is a recruitment platform that assists companies in managing the hiring process, from posting job openings to tracking applicants.
Talent Management and Performance Tracking	LinkedIn Talent Solutions	LinkedIn Talent Solutions provides tools for talent acquisition and recruitment management through the LinkedIn platform.
Talent Management and Candidate Communication	Hubspot	Hubspot is primarily a marketing and CRM platform but is also used for managing talent acquisition and maintaining communication with candidates.
Candidate Assessment via Video Interviews	HireVue	HireVue uses AI technology to assess candidates through video interviews, analyzing facial expressions, tone, and word choice to predict job suitability.
Human Capital Management	Oracle Human Capital Management (HCM)	Oracle HCM is an integrated platform that handles various HR functions including recruitment, performance management, and workforce planning.
Recruitment and Talent Search Management	SmartRecruiters	SmartRecruiters is an end-to-end recruitment platform that facilitates the hiring process from job posting to candidate selection.
Learning and Development Management	Saba Cloud	Saba Cloud offers learning management solutions to enhance employee skills and manage professional development programs.
Online Learning and Skills Development	LinkedIn Learning	LinkedIn Learning provides a wide range of online courses aimed at developing professional skills across various fields.

Summary of Each Platform

1. Workable

- **Description:** A recruitment management platform helping companies in job posting and applicant tracking.
- **Usage:** Effectively used for streamlining the hiring and applicant tracking processes.

2. LinkedIn Talent Solutions

- **Description:** A suite of tools for sourcing and hiring talent via LinkedIn.
- **Usage:** Supports talent acquisition and managing recruitment workflows.

3. Hubspot

- **Description:** Primarily a CRM and marketing platform, it also offers functionalities for talent management and candidate engagement.
- **Usage:** Useful for managing talent pipelines and maintaining candidate communications.

4. HireVue

- **Description:** A platform leveraging AI to assess candidates through structured video interviews.
- **Usage:** Provides AI-driven insights during the candidate evaluation phase.

5. Oracle Human Capital Management (HCM)

- **Description:** A comprehensive HR platform that supports end-to-end human capital management activities.
- **Usage:** Facilitates holistic management of employee life cycles from recruitment to performance management.

6. Smart Recruiters

- **Description:** A recruitment platform offering complete hiring solutions from job advertising to onboarding.
- **Usage:** Enables companies to efficiently manage their recruitment pipelines.

7. Saba Cloud

- **Description:** A platform offering learning and talent development solutions to upskill employees.
- **Usage:** Enhances employee competencies through structured learning pathways.

8. LinkedIn Learning

- **Description:** An online learning platform offering professional courses and certifications.
- **Usage:** Promotes continuous professional development and upskilling through self-paced learning modules.

Previous Studies:

A study conducted by Smith (2022) found that the use of Artificial Intelligence (AI) in recruitment led to a 30% reduction in costs and a 50% improvement in selection efficiency.

Another study by Brown (2023) revealed that 60% of employees expressed concern about losing their jobs due to AI adoption, emphasizing the need for organizations and employees to adapt to this transformative technology.

Al-Qahtani's study (2024) focused on exploring the current usage of AI in human resource management (HRM) and the obstacles hindering its implementation at King Saud University. Using a survey distributed to 51 faculty members, the findings indicated that AI usage in HRM was at a moderate level, while the challenges were significantly high. Major barriers included limited budgets for acquiring advanced technologies and a lack of training programs to equip employees with necessary digital skills.

Aksoy and Alsaif (2023) conducted a literature review aiming to assess AI applications in HRM. Their study concluded that AI delivers substantial economic benefits and significantly enhances HR efficiency across functions such as recruitment, training, skills development, and performance management.

Chjlahsi (2024) explored the role of AI in HRM practices in India. The results showed that AI plays a critical role in automating routine tasks such as payroll management, data analysis, and performance evaluation, thereby reducing administrative workload and boosting operational efficiency.

The study by Gélinas et al. (2022) examined the challenges associated with implementing AI in HRM. By reviewing 25 previous studies, the researchers highlighted how AI has reshaped traditional HR roles, particularly focusing on the legal and ethical concerns related to data privacy and algorithmic decision-making.

Murugesan et al. (2023) investigated the impact of AI on the digital transformation of HR in the industrial sector. Their findings showed that AI enhances occupational health and safety, improves payroll management efficiency, and facilitates real-time data analysis. However, the study also emphasized challenges such as employees' difficulty in adapting to AI-driven systems.

Lastly, the study by Palos-Sánchez et al. (2024) analyzed the impact of AI on HRM practices at Asabani Company. The research concluded that AI acts as an innovative tool for enhancing operational efficiency, particularly in areas like recruitment and performance management, offering significant opportunities for improving organizational outcomes.

2.4. The relationship between the independent and the dependent variables

Kurnaz & Orhan (2025) conducted a study aimed at analyzing research trends in the field of Artificial Intelligence (AI) and Human Resource Management (HRM) between 1990 and 2024. Utilizing advanced analytical tools such as biblioshiny and MAXQDA, the study found that AI significantly contributes to enhancing operational efficiency, customizing training processes, and developing workforce competencies.

In another study, Dibia & Chukwuka (2024) examined the impact of AI compared to traditional HR management methods. The results revealed that AI provides instantaneous and objective performance evaluations, improving the accuracy of operations and saving significant time compared to manual approaches.

Mahayasa & Astawa (2024) focused on the use of AI in recruitment, training, and performance evaluation between 2020 and 2024. Their study concluded that AI enhances the efficiency of recruitment and training processes through real-time data analysis and by tailoring training programs to meet individual employee needs.

On a different front, Ghedabna et al. (2024) explored how AI is reshaping HR functions, particularly recruitment and evaluation. Their findings indicated that AI boosts work efficiency and reduces bias in decision-making; however, they also highlighted significant ethical challenges related to privacy and transparency.

The study by Artha et al. (2024) evaluated the role of AI in reshaping HR operations. Their findings suggested that while AI improves hiring processes and workforce management, it simultaneously raises concerns regarding its impact on job opportunities and the evolving skill requirements for HR professionals.

Gong et al. (2022) developed an AI-based HR management system designed to improve recruitment and salary prediction. Their model demonstrated superior predictive performance compared to traditional methods, further supporting the growing reliance on AI to enhance HR practices.

Finally, Nawaz et al. (2024) investigated the effects of AI on efficiency, time management, and cost reduction in HRM. Their study showed that AI positively influences operational efficiency and process optimization; however, its impact on full automation and real-time experiential improvements was found to be limited.

2.5. Conclusion

The reviewed literature clearly demonstrates that Artificial Intelligence (AI) is rapidly reshaping Human Resource Management (HRM) practices across various dimensions, including recruitment, training, performance evaluation, and strategic workforce planning. Numerous studies confirmed that AI enhances operational efficiency, reduces human biases, optimizes employee engagement, and facilitates real-time decision-making processes.

However, despite the undeniable advantages, several challenges persist — notably ethical concerns surrounding data privacy, algorithmic biases, resistance to technological change among employees, and the need for upskilling HR professionals to effectively utilize AI technologies.

Moreover, the evolving nature of AI presents new dynamics for HRM, requiring organizations to adopt adaptive strategies that balance technological innovation with ethical responsibility and human-centric approaches.

Overall, the literature emphasizes the critical role of AI in the present and future of HRM, while also highlighting the necessity for further empirical research to explore best practices for AI integration and to address the emerging challenges effectively.

3. Research Methodology

3.1. Introduction

This chapter outlines the methodological framework adopted to conduct the study investigating the role of Artificial Intelligence (AI) in enhancing Human Resource Management (HRM). The research methodology provides a structured explanation of how the study was designed, how data was collected, and how the results were analyzed. The aim is to ensure that the research process is transparent, replicable, and scientifically valid. This chapter presents the operational definitions of the research variables, research design based on the research onion model, population and sampling techniques, methods of data collection, types of data, statistical analysis procedures, and concludes with a summary of the methodological approach.

3.2. Operational definitions for research variables

Clear definitions of the research variables are crucial to ensure consistency and precision in the study:

- **Independent Variable: Artificial Intelligence (AI) Applications in HRM**

Refers to the use of AI technologies such as machine learning, natural language processing, and predictive analytics to automate, optimize, and enhance HR functions like recruitment, training, performance evaluation, and employee engagement (Yawalkar, 2019).

- **Dependent Variable: Improvement of Human Resource Management**

Denotes the enhanced efficiency, accuracy, employee satisfaction, decision-making quality, and operational cost-effectiveness within HR functions resulting from the integration of AI (Dibie & Chukwuka, 2024).

Operationalizing these variables allows the study to quantitatively measure the impact of AI on HRM improvements.

3.3. Research design (research onion)

Following Saunders et al. (2019), the Research Onion framework was adopted:

- **Research Philosophy:**

The study adopts a positivist philosophy, emphasizing objective reality that can be measured through quantitative data collection and statistical analysis.

- **Research Approach:**

The research employs a deductive approach, starting with existing theories and hypotheses about AI's impact on HR, which are then tested against empirical data.

- **Research Strategy:**

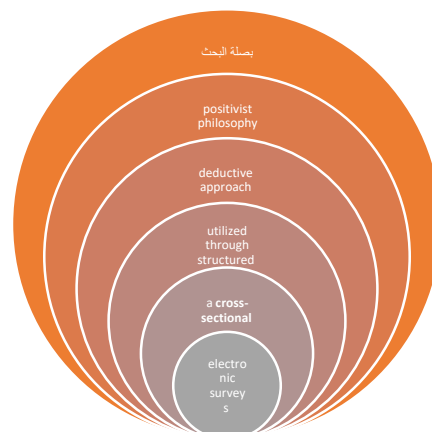
A survey strategy was utilized through structured questionnaires distributed to HR graduates and professionals.

- **Time Horizon:**

The research applies a **cross-sectional** time horizon, gathering data at a single point in time to capture the current perceptions and practices regarding AI in HRM.

- **Techniques and Procedures:**

Data were collected using electronic surveys and analyzed using the SPSS software (version 28) to ensure accuracy and reliability.



4. Chapter Four: Research limitations, Recommendations & Conclusion

4.1. Research Limitations & Future Research

While this study provides valuable insights into the role of Artificial Intelligence (AI) in enhancing Human Resources (HR) practices, it is important to acknowledge certain limitations that may affect the generalizability of the findings:

- **Self-Reported Data:** The reliance on self-reported questionnaires may have introduced bias, such as social desirability bias, where participants might provide favorable answers rather than fully objective ones.
- **Cross-Sectional Design:** The study employed a cross-sectional design, capturing perceptions at a single point in time. Longitudinal studies are recommended to track changes and trends over time in the adoption and impact of AI in HRM.
- **Technological Scope:** The study mainly focused on general AI applications. Future studies could delve deeper into the impact of specific AI technologies such as Natural Language Processing (NLP), Machine Learning (ML), and Generative AI on different HR functions.

Future Research Directions

- Conduct longitudinal studies to observe the evolving impact of AI integration in HR practices over time.
- Explore cross-cultural comparisons to understand how AI adoption varies across different national and organizational cultures.
- Investigate the ethical, legal, and psychological implications of AI in HR, especially regarding privacy, bias, and trust.
- Study the impact of AI on employee experience and job satisfaction from both managerial and employee perspectives.

4.2. Research Recommendations

Based on the study findings, several key recommendations are proposed to enhance the integration and effectiveness of AI in HRM:

- **Invest in Digital Skills Development:** Organizations and educational institutions should collaborate to develop tailored programs that equip HR professionals and future graduates with essential digital competencies.
- **Promote Change Management Strategies:** HR departments should proactively manage the transition towards AI adoption by engaging employees through communication, training, and involvement initiatives.
- **Ensure Ethical Use of AI:** Clear guidelines and regulatory frameworks must be established to address issues of data privacy, algorithmic transparency, and fairness in AI-driven HR processes.
- **Leverage Predictive Analytics:** Organizations should harness AI-driven analytics for strategic HR planning, workforce forecasting, and proactive talent management.
- **Human-AI Collaboration:** It is crucial to balance technological efficiency with the human touch in HR practices, ensuring that AI augments rather than replaces human decision-making.
- **Continuous Innovation:** Organizations must foster a culture of continuous innovation, encouraging the experimentation and scaling of AI solutions that enhance employee engagement, recruitment, training, and performance evaluation.

4.3. Conclusion

This research explored the transformative potential of Artificial Intelligence in improving Human Resources practices, highlighting both the opportunities and challenges associated with its implementation. Findings revealed that AI significantly enhances various HRM functions, including recruitment, training, performance appraisal, strategic planning, and administrative efficiency.

However, the successful adoption of AI technologies requires careful attention to workforce readiness, ethical standards, and change management processes. The integration of AI into HRM should not be viewed merely as a technological upgrade but as a strategic transformation that demands a shift in skills, mindset, and organizational culture.

In conclusion, AI represents a powerful enabler of more efficient, data-driven, and employee-centric HR practices. By addressing the identified challenges and implementing the recommended strategies, organizations can unlock the full potential of AI to drive sustainable growth and innovation in the dynamic field of Human Resource Management.

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Appendix

Questionnaire: The Role of Artificial Intelligence in Enhancing Human Resource Management

This questionnaire aims to explore the role of Artificial Intelligence (AI) in enhancing Human Resource Management (HRM) functions. Your answers will be used for academic purposes only and will be kept strictly confidential. Please indicate the degree to which you agree with each statement using the following 5-point Likert scale:

- 1 - Strongly Disagree
- 2 - Disagree
- 3 - Neutral
- 4 - Agree
- 5 - Strongly Agree

1. Recruitment Efficiency

- 1. AI helps in selecting the most qualified candidates.
- 2. AI speeds up the recruitment process.
- 3. AI reduces human bias in candidate selection.
- 4. AI tools improve the accuracy of job matching.
- 5. AI systems help screen CVs more effectively.

2. Training and Development

- 1. AI provides personalized training programs.
- 2. AI tracks employee training progress efficiently.
- 3. AI tools enhance the learning experience.
- 4. AI helps identify training needs based on performance data.
- 5. AI supports on-demand learning solutions.

3. Performance Appraisal

- 1. AI provides objective performance evaluation.
- 2. AI enables real-time performance tracking.
- 3. AI-based evaluation tools reduce bias in appraisals.
- 4. AI helps identify top-performing employees.
- 5. AI tools support continuous feedback.

4. Decision Support

1. AI improves the accuracy of HR decisions.
2. AI supports data-driven strategic planning.
3. AI tools predict employee turnover trends.
4. AI helps identify workforce gaps and needs.
5. AI enables better workforce planning.

5. Employee Engagement

1. AI tools help measure employee satisfaction.
2. AI systems detect signs of employee disengagement.
3. AI improves communication between employees and HR.
4. AI tools personalize employee engagement strategies.
5. AI helps retain talented employees.

6. HRM Operational Efficiency

1. AI reduces the cost of HR operations.
2. AI automates repetitive HR tasks.
3. AI improves the accuracy of HR records.
4. AI reduces human error in HR processes.
5. AI speeds up administrative HR work.

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