

Report On
The Impact of Artificial Intelligence on Human Resource Activities and Management
Decisions

By
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An internship report submitted to the BRAC Business School in partial fulfillment of the
requirements for the degree of
Bachelor of Business Administration

BRAC Business School
Brac University
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Declaration

It is hereby declared that

1. The internship report submitted is my/our own original work while completing degree at Brac University.
2. The report does not contain material previously published or written by a third party, except where this is appropriately cited through full and accurate referencing.
3. The report does not contain material which has been accepted, or submitted, for any other degree or diploma at a university or other institution.
4. I have acknowledged all main sources of help.

Student's Full Name & Signature:

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Supervisor's Full Name & Signature:

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Letter of Transmittal

Dr. Nusrat Hafiz

Assistant Professor, BRAC Business School

BRAC University

Merul Badda, Dhaka-1212

Subject: Submission of Internship Report

Dear Madam,

It is my pleasure to submit my internship report as a requirement of the BBA program at BRAC University. I aim to provide analysis about the impact of Artificial Intelligence on Human Resource activities. During my internship at Core Devs Ltd., I was assigned to the Business Development department. Throughout this period, I was involved in various aspects related to Business Development implemented by Core Devs Ltd. This hands-on experience enabled me to acquire practical knowledge of the business development process involved in gaining more customers. I have exerted my utmost effort to gather the necessary information, and I have provided comprehensive explanations to ensure your complete understanding. I hope that the report will meet your approval.

Sincerely yours,

Ashab Al Wasi

16104017

BRAC Business School

BRAC University

Date: January 4, 2025

Non-Disclosure Agreement

[This page is for Non-Disclosure Agreement between the Company and The Student]

This agreement is made and entered into by and between Core Devs Ltd. and the undersigned student at BRAC University Ashab Al Wasi

Acknowledgement

I am very grateful for the opportunity to work as an Intern at Core Devs Ltd. and to be guided under the tutelage of the Business Development & Marketing team. I am very grateful to my supervisor Dr. Nusrat Hafiz, who is currently Assistant Professor of BRAC Business School for guiding me throughout the whole period.

Executive Summary

The internship report provides a detailed overview of my learnings at Core Devs Ltd. in the Business Development department. The report is structured into three chapters: an introduction to the internship, an overview of the organization and a project based on the duration of the internship.

In this first chapter, I described the internship information, internship overview and outcomes of the internship.

The second chapter provides details on Core Devs Ltd. and include the following; introduction to the company, and details about the management. Industry and competitive analysis are presented in the report, which give detailed information about the company.

The third chapter is the project part which is an analysis of the Impact of AI on Human Resource activities and its implications on HR management.

Throughout the report, perspectives on both Business Development and a bigger picture of AI's effect on HRM are presented, along with looking back at the value of the learning from the internship.

Keywords: Artificial Intelligence (AI); Human Resource (HR); Industry 4.0; Automation; Decision Making

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List of Acronyms

AI	Artificial Intelligence
HR	Human Resource
IOT	Internet of Things
SEM	Structural Equation Modeling
ML	Machine Learning
NLP	Natural Language Processing

Chapter 1

Overview of Internship

1.1 Student Information:

Name: Ashab Al Wasi

ID: 16104017

Program: Bachelors of Business Administration (BBA)

Major: HRM Major, Marketing Minor

1.2 Internship Information:

1.2.1 Period, Company Name, Department/Division, Address

Internship Period: November 25th to May 25th

Company: Core Devs Ltd.

Department: Business Development & Marketing

Address: House 1041, Avenue 09, Mirpur DOHS Mirpur-12, Dhaka-1216, Bangladesh

1.2.2 Internship Company Supervisor's Information: Name and Position

Supervisor name: Fariha Raisa

Position: Marketing Executive, Sales and Marketing

1.2.3 Job Scope – Job Description/Duties/Responsibilities

Fundamental responsibilities of the Business Development team include establishing and nurturing client relations. They are responsible for representing the company to clients and also attend to the needs of the clients. Based on the special needs and demand of the clients, the team prepares proposals and negotiates contracts to gain cooperation and business. Most of the business development team's daily tasks include looking for new clients through the use of online platforms, setting up appointments with potential clients, reporting to clients and asking for their feedback among others. They also work with internal departments, including marketing and project management, to create specific solutions that would satisfy the clients.

1.3 Internship Outcomes

1.3.1 Student's Contribution to the Company

As a Business Development Intern at Core Devs Ltd., I engage in operational activities and drive several business development processes. Some of the responsibilities are:

- i. Firstly, I scan through all the live proposals on Upwork. I also make sure all the proposals are updated and tracked making the company more competitive in winning the projects. Additionally, I create message rooms for new clients to introduce myself and answer any questions they may have had about Core Devs Ltd.
- ii. Another duty is sending proper follow ups to unresponsive clients. I contacted them to check their availability and if they have updates for us. Also, I write and forward specific proposals to potential clients, based on their requirements and expectations.
- iii. To keep track of the sales pipeline, I make and modify deals using tools such as HubSpot. I also delegate work to team members to help maintain a proper flow of work on clients' projects. Another task is checking our Fiverr accounts, in which I respond to client queries.
- iv. In addition, I update the daily marketing report. These reports provide information about the interactions with clients, the submitted proposals and the status of the projects to the team and allow for improved tactics.

1.3.2 Benefits to the student

Core Devs Ltd. offered me an opportunity to be its Business Development Intern, and there are several advantages that have greatly enhanced my skills. I think one of the greatest strengths of this internship is that it has allowed me to become familiar with business development procedures. I have also learned how to communicate and deal with new and existing clients. The other advantage is an improvement in the aspect of handling different situations. In the business development role, I have faced actual-life situations like negotiating with clients, responding to their concerns, inquiries on project features etc.

Besides, handling many tasks has helped me improve on my organizational development and skills in handling priorities. It has also been useful in giving a feel on the corporate culture. At Core Devs Ltd., I am learning how teams interact with one another, how information is shared and how organizational goals fit their culture. I found that I am also able to gain soft skills like teamwork, flexibility and communication skills that will be crucial in any job.

1.3.3 Problems/Difficulties (faced during the internship period)

While working as a Business Development Intern at Core Devs Ltd., I faced some difficulties which were helpful in personal as well as professional development. One of the first challenges I encountered was the change to a 8/9 hour work shift. I was a student and therefore had a flexible schedule; however, coming to work was a big change for me. After some time, I was able to figure out which tasks were important and when to do them and when I was tired or low on energy.

The other difficulty I encountered was in the area of organizational culture. First of all, the culture of organizational communication, behavior as well as expectations for myself and others were not very clear. It took some time to get used to such dynamics but now I feel quite fine and simply a member of the team.

New technical terms and industry related terminologies also posed a learning challenge. As a Business Development Intern, I needed to have technical knowledge regarding software development and project management. Some of these Agile methodologies, software frameworks, APIs etc. were unfamiliar to me and there were occasions when I got confused by some technicalities. Asking help from co-workers and spending time studying have helped me to get a better picture of the technicalities of the job.

1.3.4 Recommendations (to the company on future internships)

The company could improve its internship program by providing interns with training on soft skills. These are as important in a business development position and would enhance the technical knowledge interns acquire from their tasks. Thus, Core Devs Ltd. can train interns to be well rounded employees with a diverse range of skills.

The second recommendation is to develop job shadowing experiences. Interns could spend time in other departments like the marketing department, in order to view the role of business development within the organization as a whole. This exposure would enable interns to have an appreciation of the complexity of business and how every single function within this business contributes to the success of the business.

Chapter 2

Organization Part

2.1 Introduction

Core Devs Limited is a leading technology company located in Mirpur DOHS, Dhaka, Bangladesh and focuses on blockchain and automation services. It offers a wide variety of services such as custom automation, artificial intelligence, Saas (Software as a Service), e-commerce, web development. It also has rich experience in web scraping, scripting and robotic process automation to provide innovative solutions to businesses for scalability and efficiency. Core Devs has been recognized for its ability to respond to the different needs of clients around the world with the use of both web2 and web3 technologies (Core Devs, 2024a). Core Devs since then has worked on over 150 development projects and ensures that they deliver quality projects on time. The company values its customers and always aims at being open to them in order to gain their trust with its partners. Core Devs also boast of developing solutions that can be made to evolve to meet existing changes in technology hence keeping the business relevant in the current digital world. By having knowledge of the modern technologies such as Python, Node.js, and Selenium, the team offers services that focus on creating the highest value for the client (Core Devs, 2024b; Core Devs, 2024c). Core Devs basically operates from Bangladesh but it offers its services in other countries like the UK. Through the high levels of service delivery and the implementation of technical solutions the company keeps on building its reputation as a market leader in the application of blockchain and automation.

2.2 Overview of the Company

Core Devs Limited is a fast-growing company situated in Dhaka, Bangladesh providing blockchain and automation solutions. It provides services such as artificial intelligence, SaaS applications, e-commerce solutions, web site development, and RPA. The company is known for its capacity to design and implement software on the basis of client's requirements. Core Devs provides the businesses with the necessary know-how in using both web2 and web3 technologies and thus guarantees businesses' ability to keep up with the growing technological advancements. Core Devs has now delivered more than 150 projects and ensures that each of them meets the highest quality standards, is delivered on time, and meets the needs of the client. The tools include Python language, Selenium, Node.js among others in order to provide effective, efficient and most importantly, unique solutions. This is a company with outstanding priorities for its customers and is focused on building long-term relationships with its clients. It operates for businesses internationally, has offices in Bangladesh and the UK, and continues to be an advocate for technology. With creativity at its core and advanced technology as its foundation, Core Devs has the vision of delivering services that would help streamline business processes, make them more productive, and help businesses succeed in the modern world.

2.2.1 Vision & Mission of Core Devs Ltd.

Core Devs Ltd. is an information technology organization established to provide quality software development solutions to organizations around the globe. The vision of the company is to establish the company as a worldwide leading digital transformation solutions provider that helps businesses leverage innovative tools and efficient software solutions. Core Devs Ltd.'s vision is to establish a world where small and big firms alike have access to modern technological systems that help improve productivity, operations, and growth.

The mission of the company is to develop and deliver the best tailored software for its clients. The main objectives of Core Devs Ltd. are to develop applications with intuitive interface, protect data, and help business reach their technological potential. The mission also encompasses concerns with emerging technologies and the ability to incorporate them into the solutions offered. Also, there is an effort to be more client-oriented, meaning free communication with clients, their needs' identification, and project completion in terms of time and cost.

2.2.2 Services

- Custom Software Development: Software Development Solutions for Companies.
- Mobile App Development: Designing of effective and interactive mobile applications.
- Web Development: Providing up to date, efficient, and secure websites.
- Blockchain Development: Implementing Blockchain technology for providing secured and decentralized solutions.
- Solana Development: Providing guidance on creating efficient and sustainable dApps on the Solana network.
- Automation Solutions: Designing different systems to optimize processes and decrease utilization of employees' time.
- IT Consulting: Offering professional insights into the right approach to the new world of digital change.
- Maintenance and Support: Guaranteeing better implementation of software solutions.

2.2.3 Operations of Core Devs Ltd.

Core Devs Ltd., is a Bangladesh based technology solution provider company in the field of blockchain development, automation, and custom software development. Its operations mainly revolve around providing innovative and effective technological services to companies in different fields. The company's solutions and services involve software solutions, artificial intelligence, SaaS, application development, web and e-commerce, and robotic process automation. Using such modern tools as Python, Selenium, Node.js, Core Devs guarantees the creation of high-quality, easily scalable, and user-oriented products that will meet the needs of each client.

Another important operation of Core Devs is the company's focus on automation. The company creates software tools that minimize the reliance on manual labor and increase productivity for organizations. This encompasses web scraping, data filtering and process choreography leading to more efficiency of business processes. Also, the company specializes in blockchain solutions, which are crucial in the modern world providing businesses with secure and transparent tools.

Core Devs is also involved in Web development and e-commerce solutions to help business owners create an online presence. Among its services are web design and development of highly responsive websites and e-commerce solutions. Additionally, its SaaS application development offers companies applications that are hosted on cloud technology and are adaptable, versatile, and affordable.

Core Devs places a lot of emphasis on the satisfaction of the customers it serves. The company is focused on delivering the results within the agreed time frame, being as open as possible with the customer and providing him with the best solutions in order to build long-term relations with the customer. Now operating both in Bangladesh and in the UK, Core Devs assists a multitude of clients to overcome the complexities of the contemporary digital environment and remain relevant.

2.2.4 CSR activities of Core Devs Ltd.

Core Devs Ltd., as a company, is engaged in web development, AI solutions as well as automation, but the company also takes responsibility for the society through Corporate Social Responsibility (CSR) programs. As a result, the firm focuses on solving social problems and promoting environmental responsibility, indicating that it cares for the community's welfare as it develops advance technology.

Educational support is one of the main directions of CSR activities of Core Devs. Employment and skills are also valued by the company because it provides training together with local educational institutions, especially in IT, software, and automation, which enables young people to gain the necessary experience on the job market. Moreover, Core Devs fosters awareness on new technologies, which empowers different groups with limited access to technology.

Environmental sustainability is another key CSR activity of the company. Core Devs incorporates environmental principles in its operations with this company using energy efficient equipment and avoiding use of paper as much as possible. These initiatives result from the organization's commitment to pursuing a sustainable existence and actively fostering the sustainable change in the world around it.

Core Devs also participates in social causes such as disasters and helping out with community projects. In disasters, the company donates cash and other commodities to the disaster-stricken

areas. It also employs grassroots NGOs to carry out sustainable programmes for vulnerable groups with the intention of improving their standards.

2.3 Management Practices

The management practices of Core Devs Ltd are modern and consistent with best practices in the modern industrial world. The company's structure focuses on integration, flexibility, and openness. It also has the top management that comprises of the Chief Executive Officer (CEO), department heads, project managers with associated specialized teams in development, design, quality assurance and customer service. This structure enhances flow of communication and thereby good execution of projects.

The company integrates Agile and DevOps for software development and delivery systems. Agile is an approach that is centered on short development cycles with customers' feedback, on the other hand, DevOps is centered on automation, integration and collaboration between the development and operation teams. Such approaches make Core Devs capable of providing excellent solutions to customers within a short time and by constantly updating the customers, it becomes easier to retain their trust.

Also, Core Devs implements latest company management software into its operations. This system improves automation of work processes, availability of real-time data, and decision-making. This software guarantees scalability, compliance, and strong data protection, which will help Core Devs keep up a high level of operation while meeting clients' demands.

2.3.1 Human Resource Policy and Practice

The policies of Human Resource Management (HRM) at Core Devs Ltd are integrated and widely focused on organizational and employee needs, including clarity, skills, and health. Recruitment is done in a manner that ensures that the company gets to see both technical capability and fit in the organization's culture. Candidates sit for structured interviews and the hiring procedures for people are made as efficient as possible so that they can become productive members of the team.

There is also a commitment to the development of learning and growth as a company. This because the company embarks on a regular skill enhancement programs and leadership training to ensure the employees are par with industry standards. Appraisals are done systematically with regard to constructive criticism that can help the employees. The emphasis placed on training and

development, not only contributes to personal career advancement, but also strengthens the company's innovative activity in the sphere of blockchain and automation.

The company also ensures that its employees have flexible working policies, which include working from home. This approach makes sure that everybody is taken care of and thus the employees are able to continue with their duties despite other personal stuff. Again and again, the organization has endeavored to support Diversity and inclusion that aims at promoting tolerance and respecting each other's diversity.

The HR department also promotes teamwork through Agile practices which makes communication, flexibility, and team work essential. Additional programs aimed at improving the condition of the employees only show how committed Core Devs is to ensuring that every employee has the best working environment. They not only ensure that the workforce is satisfied but also help the company to deliver top of the range solutions to clients around the world.

2.3.2 Performance management

Goal-Setting and Alignment: At Core Devs, the focus is always made on setting up the SMART goals to guarantee that the individual goals align with the company's vision and goals. It also helps employees to be more focused and responsible as well as enhance unity within the course of the team. The goals are reviewed frequently to track the level of accomplishment, to allow for changes in order to meet the project targets.

Performance Monitoring and Feedback: The company also employs Agile methods and sprint reviews to always evaluate the performance of the employees. This approach affords timely feedback and this is important given that employees are able to respond to changing demands in a project. The processes are supported by sophisticated performance measurement systems that offer information on performance.

Recognition and Development: Employee development is something that Core Devs takes seriously as it provides training for skills development, workshops as well as company training for its staff. Employees who catch the manager's attention are promoted, given bonuses, and provided with leadership positions. This culture of recognition is highly encouraging and creates commitment to work and value addition.

Technology-Driven Insights: This means that, with the help of special software, Core Devs analyzes the performance of the employees and the teams in order to identify the KPIs. This system not only guarantees performance but also reveals the potential of the employees' development. Information from these tools helps in offering customized feedback and make sound decisions.

Quality Assurance: The company has developed strict procedures for quality assurance as key components of its projects. Performance appraisals are done by comparing the employees to such aspects like time management, technical accuracy, and creativity among others in order to guarantee project success with high quality work.

2.4 Marketing Practices

Core Devs Ltd. is a renowned blockchain and automation solutions provider with a diverse and systematic marketing strategy for marketing its services.

The website is the foundation of the marketing mix for the company and provides easy to follow navigation, extensive information on the services that the company offers, and a professional layout. Products like automation application development, SaaS applications and web development are prominently marketed to ensure that the potential client can quickly comprehend what service the company provides. This ensures that this more user friendly and SEO optimized platform increases visibility and client interaction.

In order to assure customers, Core Devs provides client references and success stories on its website. These success stories focus on the company's capacity to supply high-quality tailored solutions for clients, which creates confidence among prospective consumers. The feedback received from clients helps in validating the company's commitment and work delivery to the customers.

Core Devs has its headquarters in Bangladesh and the United Kingdom; thus, it aims at a diverse group of customers from all over the world. Its promotional practices play this up, as it targets companies that need dependable technology suppliers on an international level. This outreach strategy makes the company to be the link between local content and international best practices.

Core Devs incorporates its three core values of customer orientation, excellence, and ethical conduct into all its marketing messages. In this way, by stressing such principles, the company attracts clients who aim at cooperation with ethical actors in the long term. It gives focus on the marketing strategies that conform to the mission and vision of the company.

2.5 Operations Management and Information System Practices

2.5.1 Operations Management Practices

Core Devs offers blockchain development, dApps, smart contracts, and company management solutions. These solutions are therefore developed with a view to fulfilling specific business needs and objectives of a client.

The company sticks to a structured plan of undertaking a project, which includes evaluation and consultation, database, software development, testing, and quality assurance. This structured methodology guarantees delivery of the results within the required timeframe, and most importantly, with quality and maintaining industry standards.

Quality is the core part of Core Devs' operations management. Functionality, usability, and security testing are done at the development phase of the company. AS and QC standards maintain delivering of certain and safe software products by scheduling audits periodically.

Transparency is a principle that guides the activities of Core Devs. The company always stays in touch with their clients and often shares progress reports and feedback time with them. This way the final product that is presented is as per the desired outcome of the client. Also, Core Devs provides technical support with regularly checked, maintained, and updated solutions to retain efficiency. Core Devs employs state of the art solutions like work flow, secure data processing and, mobility in their processes. They also contribute to the increase of the solutions' delivery productivity, capacity, and availability, so that the clients can respond to dynamic market needs.

2.5.2 Information System Practices

The company employs strong ERP systems to support the basic business processes including project management, resource and financial management. Such a centralization of departments guarantees cooperation with the necessary data available in real-time for all the departments. Also, CRM tools help in keeping good relations with the clients by handling interaction with customers, tracking the work progress as well as frequent reporting to the client.

Core Devs always puts emphasis on data safety. The company uses the best practices of information security, such as encryption, authentication, and security check-ups. These practices safeguard information and guarantee adherence to the international standards.

Core Devs also uses cloud computing to ensure that data is stored and processed in the best way possible. This makes it possible to achieve scalability, flexibility and accessibility to allow teams to work from any location. Analytical tools are applied to produce insights that enable decision making and enhance organizational learning.

2.6 Industry and Competitive Analysis

2.6.1 Industry Analysis

The blockchain and automation development industry in Bangladesh is gradually becoming a new area which is correlated with the advancement of global technology and Bangladesh's steps towards the digital world.

Current State of the Industry

Applications of Blockchain technology such as decentralized systems and security are slowly being adopted in Bangladesh. For instance, IPDC Finance Ltd introduced 'Orjon' a block chain based supply chain finance platform that targets low cost micro and small entrepreneurs as its first platform in Bangladesh (The Daily Star, 2019). Further, the formation of the Bangladesh Blockchain Association (BBA) in 2024 can be considered as a structured approach in the right direction for its effective penetration across different sectors (Bangladesh Blockchain Association, 2024).

Automation development referring to the process of incorporating technologies such as AI and robotics in organizations' operations is also on the rise. This automation is common in organizations in the manufacturing, financial, and services industries with a view of increasing production and cutting on costs.

Opportunities

The government and its 'Digital Bangladesh' en-scenario has an enabling environment for technology adoption today. Blockchain and automation adoption are promoted by the supportive policies and investments in the digital environment. The increased need for decentralized systems and more openness in industries such as finance, supply chain, and health care is a great opportunity for blockchain. Technology provides hope for companies to increase efficiency and customer appeal within the national and global economies.

Challenges

However, there are some difficulties in the industry despite promising tendencies. One challenge is the lack of qualified personnel to undertake blockchain and automation projects. It is realized that educational institutions are slowly integrating such courses into their curriculum but there is still a shortage of talent. Lack of regulatory frameworks especially for the use of block chain is a challenge to the adoption of the technology. On the one hand, the government is encouraging such initiatives, but, on the other hand, there is a need for clear regulation to avoid violations and stimulate development. The high costs of initial investment which are often associated with automation solutions make it difficult for SMEs to adopt the technology, hence, it remains a niche area.

Future Prospects

The future of blockchain and automation development in Bangladesh seems to be bright. The market is anticipated to grow, since there are consistent investments in digital infrastructure and training of employees to fill the existing gaps. The education, industry support, policy advocacy, and research activities of the BBA stand ready to help transform the nation's blockchain landscape (Bangladesh Blockchain Association, 2024). Thus, the industry of Bangladesh must adopt blockchain and automation technologies to increase economic growth and improve the standard of

living of its inhabitants as the tendencies towards the implementation of digital solutions remain globally relevant.

2.6.2 Porter's Five Forces Analysis of Blockchain Development Industry in Bangladesh

i. Threat of new entrants (Low)

High Barriers to Entry: One of the most important challenges is a lack of qualified specialists, who are familiar with the latest technologies. The technical know-how of Industry 4.0 which includes both the blockchain and automation is a major challenge in the manufacturing sectors of Bangladesh as stated by Jashore University of Science and Technology (2023). This skills deficiency means that new firms have to make significant investments in training and development.

Initial Capital Investment: Another challenge that is associated with the chosen strategy is a high initial capital investment. Applying automation solutions is costly and often demands a great deal of funds, which is not available with small and medium enterprises (SMEs) (Rahman, 2018). Also, because of the cheap labor in Bangladesh there is not much pressure for companies to automate hence new entrants cannot afford to invest so much in automation technologies.

ii. Bargaining Power of Suppliers (Low- Moderate)

The bargaining power of suppliers in Bangladesh's blockchain development industry is moderate because the industry heavily depends on software and hardware and skilled labour.

Suppliers with exclusive technology or a proprietary technology have a stronger bargaining power in this case. These are more specialized products like high security blockchain solutions or superior form of cryptography these suppliers can influence terms more because they are less likely to be substituted. In addition, it is noteworthy that the development of blockchain technology is progressing very actively, and suppliers who are in touch with the current trends can increase their influence, which will affect the nature of the industry (Consain Insights, 2024).

Another factor that influence the bargaining power of suppliers is the level of supplier concentration. This is especially true when there are few suppliers around since such firms can easily afford to charge more or set unfavourable conditions. On the other hand, a situation where many suppliers offer similar goods means great competition hence lowering of prices by the

buyers. In Bangladesh, due to increasing awareness of blockchain technology more suppliers are entering into the market which is gradually decreasing the factor of the individual supplier power (Research Dive, 2023).

III. Bargaining Power of Buyers (Moderate)

The advancement in blockchain service provision has attracted many providers in the market hence enlarging the available options for buyers. It means that the buyers can ask for better prices, specific solutions and other services in this competition. Small and medium enterprises benefit most from this competition since they can enjoy relatively cheap blockchain solutions.

However, due to the specificity of the blockchain technology, buyer power is somewhat restricted. Blockchain development is a technical and costly process, thus limiting the ability of the buyers to constantly change their suppliers. The time and money taken, the risks of interrupting current operations, lower buyers' bargaining power in negotiations (Consain Insights, 2024).

IV. Competitive Rivalry (Moderate-High)

With the increasing adoption of blockchain technology all across the world, a growing number of organizations in Bangladesh is emerging to offer blockchain solutions for various sectors including finance, logistics, health care and e-commerce.

Most of the firms found in the industry are young firms or SMEs that provide a limited array of blockchain services. This diversification has made the competition stiffer, as business creates a niche of offering distinct solutions that include safe digital wallets, supply chain services, and DeFi solutions. Larger firms having their collaborations with international markets may be at an advantage as they get to access more enhanced resources and international connections (Consain Insights, 2024).

It is especially prevalent in price since many small firms seek to gain clients by providing their services at the lowest rate possible. But, organizations with well-established and recognized market position tend to compete on the basis of quality and creativity and not price. Also, the rate at which technology is growing implies that firms need to update their skills and equipment frequently (Research Dive, 2023).

V. Threat of Substitutes (Moderate)

The threat of substitutes in Bangladesh's blockchain and automation development industry is moderate. Blockchain technology and automation are among the most often discussed instruments that can help various spheres increase their effectiveness, security, and transparency. However, there are other similar technologies and their emergence can act as a threat to firms engaged in the production of similar technologies.

Traditional Database Management Systems: The key substitute products for blockchain are conventional Database Management Systems and centralized technologies. These traditional systems may be chosen by many organizations because they are easily recognizable, cheaper and easier to integrate. For industries in which issues of transparency and decentralization are not significant factors, centralized solutions may be a real possibility. Likewise, the absence of technical skills and legal ambiguity regarding blockchain implementation may force firms to stick to familiar and effectively functioning frameworks.

Manual Operations: In the case of automation, the main contenders are human labor and manual operations. However, the disadvantages of automation include; the high initial investment costs incurred in the installation of automation systems, which some firms especially those of low-medium scale cannot afford. In industries where there is a relative surplus of inexpensive labor, for instance the garment industry, there is still merit in maintaining manual operations. Furthermore, while automated solutions are more customizable, off-the-shelf software tools are more available and can perform fundamental tasks (Research Dive, 2023).

2.6.3 SWOT Analysis

I. S- Strengths

A major strength of the company is its focus on professional services that include such fields as blockchain, SaaS apps, and automation systems. Core Devs has a diverse service range and targets different fields such as finance, healthcare and commerce. This large list of services makes it possible for the company to meet the needs of a large number of clients and at the same time meet the market needs as they evolve (Core Devs, 2024).

The company also has a powerful customer-oriented strategy. Core Devs focuses on the client's requirements and offers custom solutions to meet certain issues in their business. It creates good rapport with clients and high levels of customer satisfaction; hence they are able to retain clients.

Additionally, the company has a highly skilled pool of employees which has become one of its prominent strengths. Core Devs has made it its policy to promote the professional development of its employees as a way of enhancing their knowledge and skills in the sector. This commitment fosters innovation and improvement of skills and enables the company to uphold high quality delivery of services.

Finally, Core Devs functions based on certain values: integrity, transparency, and quality. These principles are well understood by clients who are looking for trustworthy and ethical technology suppliers. This has placed the company in a position of offering scalable, secure and innovative solutions in the market making it a reputable company in the industry (Research Dive, 2023).

II. W- Weaknesses

A major disadvantage that Core Devs Ltd. suffers is a relatively low market coverage compared to International companies.. Despite the fact that the company's business is situated in Bangladesh and the UK, it also has the problem of market expansion in the highly saturated and competitive global markets. This limitation may prove challenging when trying to seize a larger market of the international blockchain and automation market.

The other weakness is that most companies depend on a skilled labor force. On the one hand, the company is concerned with employee development; on the other, the roles of blockchain and automation specialists are often in high demand and, therefore, short supply. Unfortunately, due to excessive employee turnover in the technology sector, this problem might result in delays in project delivery and project efficiency.

Furthermore, the company experiences problems in expanding operations due to the high cost of new technologies and infrastructure. It can prevent it from expanding its capacities to undertake more extensive projects or fund research and development, which are necessary for retaining dominance in a fast-growing market.

III. O- Opportunities

The trend of industries all over the world using blockchain technology can be useful to Core Devs in reaching out for more clients.

The increasing need for automation across firms is also a potentiality. Industries in Bangladesh and other countries are seeking to find ways to become efficient, cost effective and precise through automation. This is an opportunity for Core Devs to fulfill this need by providing specific and flexible solutions on automation. Moreover, another opportunity can be derived from the implementation of artificial intelligence in the automation processes of the company.

The structural presence of the company in both Bangladesh and the UK can enable partnerships with international players and access to global markets. By forming suitable partnerships with international organizations and expanding into weaker markets, Core Devs can expand its foreign presence. Furthermore, the world has embraced remote working and with technology, Core Devs can easily work with clients from all over the world.

IV. T- Threats

A big threat that the company may face is the rapidly evolving nature of technology. As the blockchain technology and automation tools progress, the company needs to allocate a big portion of its budget to the R&D department. Slow response to the technological advancement could lead to the firm missing the market.

The second threat is the high rivalry amongst the companies in the industry. Many domestic and international firms provide similar services, and the price can be quite low. This inevitably creates pressure towards cost leadership to provide quality solutions at reduced costs, thus putting pressure on Core Devs.

There are also challenges in the economic and regulatory environment of Bangladesh. There is no doubt that blockchain industry needs some legal framework to work properly. If Core Devs fails to quickly adopt beneficial policies, or worse, incurs restrictive regulations, it may be a problem.

2.6.4 Competitor Analysis

Core Devs Ltd. is a software development company founded in Dhaka, Bangladesh focusing on automation application development, SaaS solutions, e-commerce platforms, web development and blockchain technologies. Some of Core Devs' major competitors and their competitive strategies are given below:

Codeware Ltd.: Codeware Ltd. is recognized as one of the main competitors that provides custom software, web, and mobile applications development services. They have a team of 10 to 49 employees and serve clients in different industries. Pricing, which starts from \$25 to \$49 per hour, makes the solution attractive to SMEs that look for affordable tools. According to Clutch (2024), Codeware has its primary competence in developing custom software and providing reliable client service.

Phase 3 Solution: Phase 3 Solution offers services in customized software solutions, web development, e-business solutions, and graphic designing. As it is the case with Codeware, their team size and pricing are also aimed at SMEs. The focus on creative web design and branding helps them stand out, appealing to clients interested in aesthetically and functionally appealing outcomes (Clutch, 2024).

Deep Marketing Solution: Deep Marketing Solution has to offer its customers the digital marketing service, Website customization and SEO services so as to counter its rivals. This makes them a full service firm for any business that wants to develop software and at the same time market itself online (Clutch, 2024).

Selise Digital Platforms: Another strong rival company in Bangladeshi market is Selise Digital Platforms. This company offers the complete package of digital solutions to enterprises, such as cloud solutions, complex enterprise software solutions, and innovative e-commerce solutions. Selise is unique in its international focus and network of cooperation with transnational companies. Their emphasis on the solutions that are more flexible and designed for enterprise organizations can be a strength in the segment that Core Devs could pursue (GoodFirms, 2024).

2.7 Summary and Conclusions

Core Devs Ltd. is IT specialized company focusing on software development for the individual clients and designed according to the clients' requirements. Offering web development, mobile application development, and custom software, the company is run by a group of professional and experienced staffs. With the help of the advanced technologies and agile approach, Core Devs Ltd. guarantees its projects' high quality and customers' satisfaction.

In its many years of existence, the company has established a good reputation for its reliability and innovation. The company stays true to its promise of mapping and fulfilling the needs of the client,

which makes it work with companies of different sectors. Combined with the policy of constant development and the active solving of client issues, Core Devs Ltd. has established itself as a reliable company in the sphere of technology services.

2.8 Recommendations/Implications

In order to maintain growth within the dynamic technological landscape, one of the strategic recommendations for Core Devs Ltd. should be improving its capability . First of all, the firm needs to consider increasing expenditures in R&D to remain relevant by incorporating the inventions like AI, IOT etc., Thus, by incorporating all these advancements into its services Core Devs Ltd. will be able to serve more clients and come up with solutions that would meet future needs.

Secondly, it will be necessary to increase qualifications of employees through constant retraining and training sessions. In my opinion, Core Devs Ltd. should promote obtaining certifications with high popularity, for example, DevOps or agile methodologies.

The third recommendation is to increase its marketing and branding activities. Social networks, content marketing, and speaking at various technology conferences will help Core Devs Ltd. appear to potential clients.

All in all, these recommendations can serve as powerful tools for Core Devs Ltd.'s market position enhancement and sustainable development. Indeed, with the help of proper strategies, Core Devs Ltd. can be turned into a real leader in the sphere of software development; providing only the highest-impact solutions to its clients.

Chapter 3

Article 1 Review (The effects of artificial intelligence on human resource activities)

Introduction

The working environment has been changing faster than ever. Emerging technologies are getting more and more complex, which leads to workplaces adapting quickly. Wamba et al. (2021) describes it as 'the most disruptive phenomenon of the twenty-first century', which is evolving organizational operations. AI is stated as intelligence systems that mimic human intelligence particularly in repetitive or rule-bound tasks, and are able to learn from experience and adapt. (Kondapaka et al., 2023) There is no universally agreed definition of AI. But it is generally accepted that AI refers to machines imitating human intelligence, particularly in tasks that require reasoning, problem solving and learning. (Duan et al., 2019) Some of the prominent AI techniques are machine learning, deep learning and generative AI, which has recently become renowned due to its ability to make original content like text and audio (Zhuahadar & Lytras, 2023).

AI has the potential to affect a significant number of human resources management activities and processes. It is already being looked at within the field of human resource management as a "megatrend," and academic work is growing in scope to examine how AI might change roles and responsibilities in organizations (Harney & Collings, 2021). However, despite attempts to better understand its implications for HR practices through this work, today there is a hole in literature on AI and HR that provides a comprehensive description of what it amounts to. There remains very little knowledge in the academic world today about what effects AI has on HR practices.

Recruitment processes and decisions can be made more effective with the application of artificial intelligence (AI), reducing human biases. AI can screen resumes quickly, rank candidates, and perform tasks including but not restricted to setting up interviews (Albert, 2019; Bongard, 2019; Chen, 2023). But difficulties lie ahead; potential job displacement and privacy concerns will bring resistance from both employees and HR professionals (Chen, 2023). In spite of these worries, AI is generally perceived as being a crucial tool for transforming the future work environment. It can supplement human skills and generate new kinds of human-machine interaction (Huang et al., 2019; Rombão et al., 2020).

The studies conducted on examining AI's effects on HR roles, especially the role triad of HR professionals, line managers, and employees, are still as yet unfinished (Minbaeva, 2021). This research explores how AI affects HR activities such as workforce planning, recruitment, performance management, training, and talent development (Jackson et al., 2018). By systematically examining the current literature on AI's impact in Human Resource Management (HRM), the authors aim to gain a better grasp of both challenges and possibilities posed by AI. The article also tries to specify what roles the HR triad will take on in times of essentially 4th Industrial Revolution.

This review comprehensively outlines AI's role in HRM, shedding light on how organizations can utilize AI to boost human capabilities and improve HR activities while dealing with its challenges (Zhang et al., 2020).

Summary

The new ecosystem of work is evolving because technological advances, especially artificial intelligence (AI), are completely remaking traditional venues for employment. AI is described as a system that mimics human intelligence, enabling machines to perform the tasks people used to do with greater accuracy and efficiency. With machine learning (ML) and deep learning (DL) being two fashionable branches of AI research, there are various benefits regionally. Machine learning, for example, lets machines learn from data. Deep Learning, on the other hand, mimics the neural networks inside one's head (Well Gill, 2020).

Though human resource managers and scholars have begun to pay attention to these phenomena, research into the impact of AI on HR roles is still relatively rare (Minbaeva, 2021). This paper seeks to illustrate the part that AI now plays in HR activities. It points out some opportunities for better HR work represented by automation of tasks (for example), as well as problems faced by HR professionals and managers. Using a scoping review, the study discovers that AI has the ability to change human resource activities. It offers necessary reflections and suggestions for future research (Wamba et al., 2021).

AI now handles jobs that were done by us: AI could be used to spontaneously match the timing and space between calls for interviews, tests or conferences (Albert, 2019). AI could also help us decide what needs to be learned; other forms could analyse training requirements and assign trainers to fix those (Maity, 2019). Moreover, using AI to process huge HR data can help anticipate incidents, ways of fitting people who are already friends into one season's work load into others, training costs and so forth (Kakhki, 2019; Sajjadi, 2019). AI has even sped up recruitment applications by increasing scanning efficiency compared to human recruiters: both in terms of quality because it is faster; quantity because they can do more interviews with more people (Albert, 2019; Kshetri, 2021).

Moreover, with AI, work is changing both in form and in essence. With the introduction of AI in HRM, now comes also social and relational aspects at work. This means different kinds of Human-Machine collaborations are taking place, as well as it could mean that training becomes both more efficient and cheaper for the enterprise (Prem, 2019; Ruckenstein and Turunen, 2020; Terblanche et al., 2022). However, there are several challenges likely to arise from this swift changeover to AI. These issues include employee resistance to new forms of technology because they fear job loss; worries about breaches in privacy caused by machines getting too clever for their own good; the fact that AI itself is often complex and remote from ordinary people's lives (Einola and Khoreva, 2022; Mettler and Wulf, 2019; Lawler and Elliot, 1996). Moreover, there are worries about the fairness and objectivity of AI-based interviewing. Menial labour jobs have been falling away due to increasing use of machines like metal drills; fewer people want intensive farm work which lasts all night (Acikgoz et al., 2020; Chen, 2023). HR professionals are urged to address these challenges by (a) acting as the buffer between AI and employees, (b) learning new skills and competencies themselves. They should guide development towards responsible and less-biased

outcomes (van Esch and Black, 2019; Nankervis et al., 2021; Soleimani et al., 2022). Line managers also must adapt to the changing nature of their work, as well as comprehend what AI is capable and not capable (Kolbjørnsrud et al., 2017; Rajeshwari et al., 2019). Employees will need to develop skill-sets that allow them to be successful in an AI-augmented work environment, and grasp how to orient themselves when sitting across from robot interviewers as well as human ones (Dickson and Nusair, 2010; Jaiswal et al., 2022).

This article comprehensively reviews the impact of AI on Human Resource Management (HRM), mapping how AI is transforming HR activities and roles. The authors analyze AI's impact on five main areas: Task automation, optimizing HR data use, enhancing human capabilities, reshaping work settings and changing the social life of employees. These shifts thus bring both challenges as well as opportunities for HR professionals, managerial staff and employees. This review therefore points out the need for HR professionals to assume strategic roles, facilitate AI deployment and ensure ethical use of AI. They are required to balance the benefits of AI with human intervention in this respect in order to maintain the high quality organizational success.

The review presents several theoretical models, which could be used to understand AI's influence on HR. This includes resource conservation theory, influence theory, human capital theory and self-determination theory. These models might inspire a future research that will look at individual and organizational consequences brought about by AI on HR activities. Also stressing the need of HR professionals to enhance their own competencies, work with other departments (such as IT) and establish an atmosphere for AI deployment.

Finally, the article addresses the matter of AI's ethical application in HR. (Malik et al., 2020). Integrity, fairness and alignment with an organization's core values are all important issues in this context. The challenges involve anxieties about job displacement and a loss of the human dimension in work.

AI can provide tools to boost efficiency, managerial decision-making and the employee experience. But this process will be met with success only if HR people are able to provide ethical leadership. In future research, it is essential to understand how AI will reinvent HRM and support long-term incorporation of AI in organizations (Pan and Froese, 2023).

Critical Evaluation and Future Study Directions

Strengths: This article provides a comprehensive analysis of how artificial intelligence (AI) affects human resources management, focusing on both the opportunities and challenges faced by executives and workforces. One reason the article is so good is that it uses a scoping review technique for examining existing literature linking AI and HRM. In this way, gaps are noticed and countless potential directions for future research are suggested (Kunisch et al., 2018; Munn et al., 2018). The authors give an extremely detailed framework of AI's effects on human resource activities like recruitment, performance appraisal and organizational structure design; some of the basic aspects in contemporary human resources management (Jackson et al., 2018).

Weaknesses: From this review we know what the different AI technologies can do, but these are still a mystery to most New HR executives. Secondly, the paper discusses both opportunities and challenges of AI. But almost absent from this discussion is the reality that automation (based on AI) breeds its own new set of problems and challenges that previous generations haven't fully dealt with yet. This is not addressed at all. Furthermore, the study concentrates on task automation while failing to provide sufficiently detailed insights into more complex AI applications such as emotional recognition or workplace well-being. It only offers a brief treatment of these points, despite their importance in HRM (Gursesli et al., 2024). Also, its methodology is derived from a scoping review, which by nature lacks the quality and reliability check found in systematic reviews (Munn et al. 2018). It is thus unable to provide readers with an overall assessment of how each selected study actually measures up. Finally, the paper refers to the roles played by the HR triad, but does not clearly distinguish what changes AI brings to these roles for practicing managers, human resource professionals and staff (Jackson et al. 2018). This creates a gap in understanding how AI shapes this trio's work.

Future Study Directions: AI's impact on the future of HR should prompt researchers to explore a number of key points. First, it is necessary to understand how AI is affecting HR 's strategic roles beyond just extra computation. AI can take on tedious tasks like writing job descriptions and posting them to multiple boards; but we still need to figure out how AI can assist HR professionals in making strategic decisions on talent management, employee engagement and workforce planning. As people work with AI and it changes the social dynamics in those environments, we must understand how these systems are affecting employee communication and teamwork

(Wamba et al., 2021). In future research one question should be answered; whether AI reduces human contact, or whether it opens up new collaboration forms for team members and HR. In addition, there is a need for a longitudinal analysis of the impact AI has over time on human resource activities in companies. Studies of this sort might track how well the employee is doing under AI, as well as his satisfaction and long-term stay (Harney & Collings, 2021). They should also consider how AI's integration into HR differs from one industry and country to another; considering different corporate cultures and legal systems (Jakhar & Kaur, 2020).

Conclusion

AI has been recognized as a megatrend with the potential to perform a transformative role in HRM. At the same time, AI can carry out tasks like recruiting, performance management, and training. This will reduce human error and discrimination. Moreover, it lets HR people focus on strategic roles. But despite growing attention to the intersection of AI and HRM, there is still relatively little academic literature on this topic; in particular, we do not know how AI will affect the roles of the HR triad. This ambiguity leaves HR professionals unsure how they might adjust to or take advantage of AI technologies in their work (Minbaeva, 2021).

To fill this gap, a scoping review was conducted to look at how AI changes HR activities and the roles of the three parties within. The review identified five main impacts of AI on HR activities: automation of the job task; optimization and application big human resources data; skilling up for human flexibility, heart and wisdom; reshaping the environment in which labor is carried out; and transformation of social and relational aspects at work. AI offers many possibilities for example in automating repetitive tasks such as processing resumes and ranking candidates (Albert, 2019). But the adoption of AI can also be expected to bring new challenges. These include job substitution, protection of privacy and security for data purposes.

As AI reshapes the workplace, it will undoubtedly have an impact on the relationship between people; which needs to be carefully managed to ensure a positive environment for employees. In conclusion, AI brings both challenges and opportunities to HRM. It can take over routine tasks, help human decision-making, or increase human capabilities. But at the same time these efforts may provoke worries about job security and the dynamics of working life itself. This scoping review suggests the need for further exploration into AI 's integration into HR practices and its effects on HR professionals, line managers as well as staff in general. Future research on how to bridge these gaps will be very important for organizations in managing their human resources as the age of AI dawns (Budhwar et al., 2023; Zhang et al., 2020).

Article 2 Review (A study of Artificial intelligence impacts on Human Resource Digitalization)

Introduction

In the age of Industry 4.0, new technologies such as Artificial Intelligence (AI) have transformed many sectors, HR included. Managing Human Resources is currently in a period that is digitizing and automating. HR functions as organizations seek to function more efficiently and meet the need for faster response times given this revolution in industry. This transformation highlights the importance of HR agility, i.e. the ability of HR departments to adjust quickly to new technological systems. The definition of HR agility is not new, but it has received much attention as prominent companies like Google, Apple, and Microsoft revealed the merits of Agencies for Human Resource Management (Sarkar & Maiti, 2022). Agility in HR means HR departments must be able to develop their processes and talents quickly and respond to changes and uncertainties ensuring that their activities are in line with the whole organization. AI plays a key role in this. AI-powered tools help work performances and safety by identifying potential threats and recommending preventative steps (Sarkar & Maiti, 2022).

AI-driven HR practices also come with problems. Current organizations must face displaced jobs and AI algorithms' biases to make sure the development of an ethical and inclusive AI era. Also, just as important is the balance between AI and human sympathies in HR processes. (Sarkar & Maiti, 2022).

Industry 4.0 asks how AI impacts HRM. This research hopes to see the effect of AI on HR digitalization and agility, especially the feedback from employees. (Sarkar & Maiti, 2022).

Summary

Industry 4.0 puts special emphasis on HR agility, the ability to respond quickly to a change that is a necessity for HR executives who need to operate functions of HR aligning to the overall business strategies such as employee engagement and retention. Organizations like Google, Amazon, and Microsoft have resorted to agile HR functions for responsiveness and immediate resolution of issues (Sarkar & Maiti, 2022).

Advance in HR agility frees an organization from congestion and enables fast adjustment in people-management processes in times of digital transformation. In this space, AI emerges as a remedy-alongside improving decision-making and operational effectiveness across multiple HR functions. In this instance, AI-enabled recruitment systems come handy in identifying the ideal candidate on the basis of resume and application analyses, thus reducing time and increasing the quality of hires. The same goes for AI while analyzing trends of engagement, turnover prediction, and individualized training support, which foster talent retention and employee satisfaction (Sarkar & Maiti, 2022). On top of that, AI will be used for workplace safety by detecting potential hazards using IoT devices and sensors. With its data-based approach, such AI would help organizations eradicate risks more efficiently and create safe workplaces (Murugesan et al., 2023).

One of the most prominent applications of AI in human resource management is productivity measurement. AI systems could control employee performance through real-time, objective feedback that traditional methods may miss. AI-enabled productivity evaluations can reduce biases and thus enhance managing employees' performance and development. AI is further refining one

of the oldest and most tedious tasks in human resource, namely, payroll processing, which automates calculations and ensures compliance with internal and external regulatory governance. With this migration, HR can free up more time for strategic activities (Murugesan et al., 2023).

The digitalization of HR further paves the way for organizational analysis and design. AI supports organizational network analysis (ONA) by identifying informal networks and key influencers so that teams can communicate and collaborate better. To know the effect of AI on human resource management in Industry 4.0, researchers made a study among IT, manufacturing, and service sectors, incorporating a structural equation modeling analysis of HR professionals' responses. The result implies that AI enhances HR agility since it makes HR data-driven and enables responsive functions. Various key measures verified the reliability and adequacy of the study, namely Cronbach's Alpha and the Kaiser-Meyer-Olkin (KMO) statistic (Subramanian et al., 2024).

The study received responses predominantly from females, 51.7%, mostly aged between 31 and 40 years and who have a bachelor's degree. Most of the sample was in diverse sectors such as IT, manufacturing, and services. AI can simplify HR operations and ultimately be useful for employee experience and that some applications of AI-for example, attendance monitoring- may not be suitable to some types of work (Khan & Hussain, 2021).

However, there are limitations that the study itself points out, primarily that AI usage in HR departments in India today is so small that the main results cannot be generalized. Further concerns with specifics toward algorithmic bias and job losses-in addition to further research that interrogates these circumstances-may be organizational in scope and include elements of the employee perspective on such larger-scale occurrence and impact of AI on HR practices (Srivastava & Verma, 2022).

This research is exploratory in its contribution about understanding the role of AI at the HRM level concerning ethicality and practical aspects in order to meet the aspiration of Industry 4.0, meanwhile has called upon organizations to have institutional frameworks regarding data protection. The scope of AI in intelligent HRM becomes clear once ethical and operational hurdles have been fixed and meditation starts being accepted as the way out to work with its discrimination toward efficiency (Patel et al., 2023). It is now crucial to balance the virtues from the application of automation with values from empathy toward people in HR practices. The performance of AI in HR will hence depend on how successful organizations will be in combining its capabilities

with all human aspects of HR, giving birth to an efficient workplace rich in human relations (Sarkar & Maiti, 2022).

Critical Evaluation and Future Study Directions

Strengths: This article provides a thorough exploration of the effects of Fourth Industrial Revolution transformation upon Human Resource Management due to Artificial Intelligence. A major highlight is the various applications of AI across many facets of HR functions recruitment, talent management, employee productivity, health, safety, and real-time feedback. It discusses a few of the AI-based systems and mechanisms, like automated resume screenings, personalized training programs, and real-time performance feedback. It portrays these systems as ways through which AI could achieve efficiencies in HR operations and would help data-backed decision-making (Sarkar & Maiti, 2022). One of the article's strengths is addressing HR agility and how AI allows HR professionals to quickly adapt to the dynamic environment. In this day of rapid technological change, that becomes important as traditional HR processes find it very difficult to align with developments. In Bartunek et al.'s work, it suggests that AI-driven tools and frameworks can help the HR sector in better achievement of the organizational objectives; subsequently dealing with the changing requirements of the employees. It re-emphasizes that HR agility translates into employee engagement and retention, and subsequently carries a mandate of aligning HR strategies with the organizational goals (Sarkar & Maiti, 2022). It also lays a conceptual framework linking AI and HR agility that could serve as a basis for both researchers and practitioners in creating a better understanding of the positive implications of AI over HR functions. This framework is anchored on a wide and comprehensive literature review alongside a clear research methodology that gives credence to the findings.

Weaknesses: While it steps into AI's performance toward digitization in HR and Industry 4.0, this article still suffers from many drawbacks, blocking the strength and wider applicability of the

study. The first limitation is that the research only focuses on two regions of Chennai and Bengaluru only and rather also on distinct sectors-IT, ITES, manufacturing, and service. The second limitation is that the research heavily relies on cross-sectional data that is essentially representative of a single point of insight into a long-standing trend line, upon which AI and HR insights are hardly discernible in terms of changing dynamics. Longitudinal studies will become requisite to access the state trajectory and sustainability of AI-driven HR practices over time. On top of this, the overall discussion, whilst it discusses the potential advantages with AI in HR practices as such, does not discuss the other ethical questions that might come from that-development interests considering privacy breaches, bias, and job dislocations. Confronting this combination of adversities will be key to taking the morally responsible route with regard to AI adoption. The principal approach of this paper seems to derive from secondary literature, thereby pretty much diluted in its relevance toward practitioners on account of whichever scant virtue accrued from empirical works or case studies would have been overlooked. Finally, the use of heavy technical terms and complicated statistical work could make it difficult for a wider audience to engage with the findings (Sarkar & Maiti, 2022).

Future Study Directions:. Future research may consider several factors that could determine the adoption of AI in HR functions in the Industry 4.0 landscape. This helpful research gives rich insights on the contributions of AI toward enhancing human resource functions, including recruitment, workforce engagement, and health and safety. Future work could investigate what challenges HRs face in applying AI solutions in practice. A proper analysis would provide an assessment of how cultural and organizational factors, such as resistance to change as well as attitude toward AI and employees, impact AI adoption within HR (Sarkar & Maiti, 2022). Such explorations can offer insights into how organizations will balance efficiency with fairness to assure that AI-augmented HR processes are compatible with sociocultural and ethical standards. More ethical decision-making deliberations into bias within AI and the factors that specifically affect its operation in HR practices could be worth investigating. These studies could look into AI's effect on diversity and inclusion initiatives and how organizations can mitigate bias in AI algorithms for a more ethically-based AI framework in HRM (Murugesan et al., 2022). Such studies can provide insights into the engagements taken by organizations to maintain a balance between performance efficiency and ethically driven HR processes such that the AI-oriented HR practices do not contravene the social and ethical standards. More longitudinal studies will give

richer insights on the influence of AI on HR agility over time and how employees adapt to AI-infused HRM functionalities. While this paper has shown AI as an agile driver, a longitudinal viewpoint will assess the sustainability of these gains and how employees react to AI-based HR systems (Sarkar & Maiti, 2022). Future research could also analyze the impact of AI on the well-being and job satisfaction of employees, especially in instances of replacement due to automation.

Conclusion

In conclusion, the integration of AI in the Human Resource Management (HRM) decision-making system bears potential advantages for organizations making their way into Industry-4.0. AI, it is believed, will infuse agility into HR activities like recruitment, onboarding, performance management, and director-level employee engagement, where its utility is unquestionable. AI can, first and foremost, give real-time feedback and objective evaluation, thereby playing a crucial role in the strategic decision-making process and improving productivity. In particular, AI going into algorithmic reasoning will allow the process of placing individualized training and feedback recommendations so that Human Resources may proactively tackle such issues as employee engagement (Murugesan, Subramanian, Srivastava, & et al., 2022). Furthermore, the payroll automation and compliance of AI applications bestow accountability and care in the corporate world by minimizing errors and maximizing time at administration tasks; thereby, enhancing overall operational efficiency of HR. AI also creates value towards workplace safety through monitoring of hazards and supporting employees in their ergonomics, which creates a safer and more comfortable environment for work (Sarkar & Maiti, 2022). While AI serves to augment improved HR decision-making and organizational network analyses; new obstacles arise like bias risks in AI-informed evaluations and ethical concerns. Therefore, in the respective phenomena of AI, balanced human approaches should lead in ensuring technologies that meditate compassion in representatives rather than hurt workplace fairness.

Article 3 Review (The adoption of artificial intelligence in human resources management)

Introduction

As AI evolved from an abstract theory to become one of the most powerful agents in diverse industries around the globe for almost six decades; it has also infiltrated into professional sectors such as healthcare, engineering, agriculture technologies, organisational immunization, tourism, and transportation (Mintz & Brodie, 2019). This widespread adoption has catalysed AI into the public and business domain, where it would transform not only the way an organization operates but also how humans use and interact with technology (Haenlein & Kaplan, 2019). At the same time, it is up to the end users to select the kind of AI system they like. So it does take certain skills from the knowledge engineers or AI developers to properly utilize these systems. Consequently, AI could potentially evolve into something that is a conformed part of norms, Google, or the Internet and social media in its many forms. Haenlein and Kaplan on the other hand, describe AI as a system that analyses external information, learns from the input information, and uses lessons from the process and the stored data for achieving specific goals (Haenlein & Kaplan, 2019). This agile and expandable AI is also a catalyst of structural change in various corporate sectors, altering how organizations interact with employees and customers (Ravin, 2017). Nevertheless, in the imminent and fast-paced movement of AI, the next challenge for many organizations is bringing AI to their core decision-making processes for future growth and development (Varsha, 2023). In order to be competitive in a rapidly changing environment, modernizing HR processes and training employees for AI is a must (Wiradendi Wolor, 2020). The growing infusion of AI in HRM brings a fresh alternative modernizing the department, improving efficiency in supporting recruitment,

training, and overall workforce management. Although AI provides promising solutions for the HR processes, it also provides challenges. The quality and the security of data can be problematic, so companies need to tread carefully when it comes to implementing AI (George and Thomas, 2019).

The study sets out to explore the impact of AI in HRM concerning its efficacy-the accuracy of work, automating processes, advanced computing power, real-time feedback, and customization. The study is designed around the following two major questions: What else is likely to result from artificial intelligence in HRM matter? Do these consequences affect one another? The logic used in answering these research questions will reveal how AI can work toward improving HRM efficiency and make it effective for organizations, particularly selected IT firms in Chennai.

Summary

AI has carved a niche for itself in an array of applications within two decades and is poised to gain traction. AI technologies are widely in use today in medicine, engineering, agriculture, management, and travel, to name but a few (Mintz & Brodie, 2019). These technologies have penetrated both public and private sectors, which in turn have entirely transformed the manner in which jobs are done (Haenlein & Kaplan, 2019). AI rather works as a sort of toolbox that offers up different kinds of software and tools, allowing people to employ it according to their needs, provided their use is aimed at everyday operational requirements (Ertel, 2011). Artificial intelligence may soon become an integral factor such as the internet and social media in the routine of our daily lives. Kaplan, meanwhile, defines AI as "the ability of a system to appropriately interpret external data, learn from the data, and change its behavior in order to achieve particular goals and tasks through flexible adaptation" (Haenlein & Kaplan, 2019; Morgenstern et al., 2021). Technological innovations like AI are reshaping the workplace and redefining the when, how, where, and by whom jobs get performed (Ravin, 2017). Industries across the board are embracing AI in decision-making processes to improve company growth and performance (Varsha, 2023). Thus organizations are now encouraged to modernize their functionality and upgrade the skills of employees to maintain competitiveness (Wiradendi Wolor, 2020). For years now, companies have

recognized the promise of AI to manage human resources (HR) in order to adapt to a dynamic environment and remain competitive (Waheed et al., 2019). Researchers are showing increased interest in such HR management practices that leverage AI technology (Wang et al., 2020). Considering the current predicament with which the companies tend to grapple-taming costs and time, AI, combined with Internet of Things (IoT) and Machine Learning (ML), is now viewed as a strategic tool in HR management (Hemalatha et al., 2021). Despite the hurdles of data quality and confidentiality, AI is increasingly being integrated into HR by companies due to its benefits, which often outweigh the conditions (George & Thomas, 2019). Artificial intelligence has enhanced efficiency in HR systems. AI-enabled automation is efficient in that it can rapidly save time and costs in repetitive tasks, thereby streamlining human resource processes (Sołek-Borowska & Wilczewska, 2018). Thus, process control through the employment of artificial intelligence will take far less time and more accurately perform candidate job screening, interview scheduling, and timesheet processing, leaving professional staff with considerably more time for strategic decision-making (George & Thomas, 2019). Moreover, the depth of AI in technical enhancement helps in building massive computing power that can mine datasets for real-time decision-making by organizations (Pillai & Sivathanu, 2020).

Studies conducted on the introduction of AI among certain IT companies in Chennai prove that AI reduces costs by saving time through repetitive task automation and feeds on information that improves the accuracy of its decisions (Burgess and Burgess, 2018; Rai and Singh, 2023). Other findings have found that limitations in computing power could prevent maximum utilization of AI in the case of HRM, thereby emphasizing the need for sufficient resources to assure good capital (Braun et al., 2016). The study utilized structural equation modeling to assess the responses from a survey of IT employees and indicated positive relationships between automation and real-time experience of AI capabilities and efficiency costs (Hu and Bentler, 1999). The testing of hypotheses showed that the dimensions such as accuracy, automation, and real-time experience positively affect time-saving and cost reduction while computing power and personalization showed no direct effects in this context (Achhab & Temsamani, 2021). The study suggests the key points for practitioners that organizations need to interpret with great care. Investments in AI technology need to be made, with training provided to employees on AI applications for maximizing productivity gains (Hmoud & Laszlo, 2019). Limitations involved that the study was set up on IT firms in Chennai; hence, it is suggested that future studies in other sectors and cities

might extend the insights. While AI is on the verge of being a promise for HRM, the issues related to computing capacity and personalization are still rampant (Duan et al., 2019). Opting for a balanced approach towards the adoption of AI should enable organizations to integrate these technologies in their architecture more efficiently, positioning AI as a supportive tool in HR functions (Kumari & Hemalatha, 2019).

Critical Evaluation

Strengths: The study broadly describes AI's influences on human resource management (HRM). It intends to represent how AI is capable of improving ensuring greater accuracy, efficiency, real-time experience and personalizing HR processes. It discusses the ability of AI to transform traditional practices for time and costs that the automation of mundane tasks will yield in favor of optimizing decision-making processes. The literature review of this article is wide-ranging and based on credible sources, which adds strength to its relevance to current HRM practices. The methodology of the article is conscientiously defined, where both the primary and secondary data are used for cumulating effectiveness studies on AI. The conceptual framework further provides clarity of type of interactions between the many different outputs of AI, tracing closely back to the aims of the research. This article addresses the gap in research concerning those particular applications of HRM in IT companies, thereby laying a foundation for future research in terms of AI application within HRM. The methodology of this study is Structural Equation Modeling (SEM), which adds a certain depth to the findings by examining the apparently complex interrelationships among the variables. By identifying the gaps, notably with regard to power and capacity, the paper opens avenues for future inquiry and presents valuable perspectives on HR practices in AI integration.

Weaknesses: Although the study provides sufficient insight into AI's impact upon HRM, there are some pitfalls. There is no empirical data available on a wide range of industries that would enable generalizability, as this just investigates some IT companies in Chennai. Moreover, the paper is more dependent on secondary sources and lacks depth in its analysis of primary data; furthermore, it is suspected to reduce the validity of the findings. The review also appears to comment mostly

on the positive impact of AI on HRM without sufficiently covering possible ethical, privacy, and bias issues one could face when they opt to use AI. The conceptual framework could also be augmented by providing a more evident analysis on the mechanisms related to the identified outcomes; giving a greater nuance regarding the effects of AI on HRM practices. Additionally, the study is based on a convenient sample of IT employees drawn from Chennai; hence, the study findings cannot be generalized. According to this research, other potential biases arise in applying nonrandom sampling methods that are detrimental to its internal validity. The use of SEM is another limitation that the article does not explain very well; among other weaknesses of this method, it is sensitive to sample size and model complexity. Besides, they do not discuss alternative models or different ways to validate their findings, thereby further limiting the robustness of the analysis. All these weaknesses work together to subvert the usability of the findings and give doubts about the conclusions drawn.

Future Study Directions: Future research on AI integration within HRM should be conducted to understand varying impacts among diverse industries, their varied outcomes due to differing organizational structures and the specific challenges presented by each sector (Huang et al. 2023). Longitudinal studies can also describe the longer-term effects of AI on productivity, cost efficiencies, and employee satisfaction, as well as make sense of technological advances in HRM concerning AI and machine learning (Malik, Budhwar, & Srikanth 2022). A third avenue for consideration is ethics-issues of data privacy, fairness, and biases in AI algorithms-potential sources for any argument for or against AI in human resources (Rai & Singh 2023).

Future studies may also evaluate the role of organizational culture and leadership as moderators of AI in/with HR processes. The study of these variables could reveal the circumstances in the organizations that have created means for successfully adopting AI in HRM (Vrontis et al. 2022). Potential additional research is on employee perceptions, such as employee understanding about trust and their ability to adapt to AI-enabled HR; such a study would contribute in addressing these hurdles and facilitate an easier transition towards AI powered processes (Achhab & Temsamani 2021). Qualitative studies using interviews and focus groups are anticipated to enrich quantitative results related to experiences and perceptions of HR professionals and employees (Gill et al. 2019). This could provide a huge input into future research on the overall applicability of AI in HR.

Conclusion

The paper provides promising inputs on AI and HRM relationship in some chosen IT companies within Chennai. These findings provide multiple perspectives on several outcomes resulting from AI adoption, namely Accuracy, Automation, Computing Power & Capacity, Real-Time Experience, and Personalization, together with considerations on how they transform Time Saving and Cost Reduction processes.

The study results prove that the AI-driven Accuracy and Automation layer greatly enable HRM practices for efficiency, which permits vast timing savings and large-cost reduction. By reducing human errors and mundane pieces of work, organizations might strategize their resource allocation and hence radically save in productive expenditure. As the results are proven consistent with the existing literature, it has highlighted the important discussion that with AI, HR functions run leaner and faster than before (Malik et al., 2022; Vrontis et al., 2022).

However, importantly, they demonstrate that Computing Power & Capacity do not considerably support effectiveness in reducing time and other costs. This means that newer technology is indeed important; however, efficiency could only be achieved if the organizations become prepared and equip adequate resources for the optimal application of AI. Current issues with capacity constraints would therefore run contrary to the effectiveness of AI systems within certain IT companies; which urges organizations to invest in infrastructure and thus benefit from AI applications (Braun et al.).

Article 4 Review (The Impact of Artificial Intelligence Replacing Humans in Human Resources Management Decisions)

Introduction

The exponential adoption of AI in all functional organizational modules prompted HRM practices to embrace challenges and opportunities in the digital age (Sardar et al., 2023). Amazon initiated this process when, since 2015, transformations were made by employing efficiency-detection AI systems that tracked job statuses specifically for performance appraisal. In line with efficiency, Xsolla-a Russian online payment company-used formidable algorithms to track employee productivity and laying off 150 workers based on their "digital footprints." Applications of AI aptly depict the ways it has led to cost savings in labor and, also, increased communications efficiencies for HRM, thereby reducing digital transformation's speed in organizations. However, the empirical effects of AI as it assists human decision-making in discerning employees' attitudes toward it and how to respond to it continue to raise questions (Köhler et al., 2021). Decision making also has to do with the perceptions of fairness, which, therefore, helps to meet organizational goals while at the same time ensuring employee motivation and satisfaction. On the basis of some recent studies, a perceived lack of impartiality is among the foremost reasons for high turnover in the tech sector, costing about \$16 billion annually (Vrontis et al., 2022). Fairness not only ensures respect for all individuals making decisions at any level, but also enhances the acceptability of decisions, hence minimizing conflict potential and enhancing teamwork (Rai & Singh, 2023). Beyond that, displaying fairness in decision making benefits corporate image and often promotes sustainable organizational growth (Achchab & Temsamani, 2021).

Even though a number of studies have been conducted on increased applications of AI in different domains, including marketing, empirical research into the consequences of AI in HRM is still scarce. Most researches have taken marketing-focused approaches, while a gap within the

scholarship remains in discerning how AI might influence fairness judgments in the area of HRM decisions (Duan et al., 2019). The significance of decision outcomes and decision-maker attributes in fairness perceptions has also received limited attention. This study attempts to fill in these gaps by investigating how AI in resume screening affects applicants' perceptions of procedural and distributive fairness. By probing into the effects of outcome favorability and AI expertise, this research lends an understanding of the perceptions of fairness amid AI-mediated contexts of HRM.

Summary

Artificial Intelligence has replaced common HR processes in favor of automated performance reviews and resume screenings; therefore, it has constituted a more efficient and cost-effective work system in Human Resource Management (HRM) (Malik et al., 2022). For example, Amazon's AI has been actively surveilling warehouse workers; also, Xsolla of Russia reinvented dismissing employees with the application of AI (Achchab & Temsamani, 2021). Although at this time the effect of Artificial Intelligence on fairness in HR decision-making is not that clear. Fairness is all about decision-making as it impacts employee attitudes and perceptions (Rai & Singh, 2023). Absence of bias in these processes constitutes procedural fairness, whereas distributive fairness is afforded through decisions' outcomes (Vrontis et al., 2022). There are conflicting opinions as to whether AI systems in these decision-making contexts are fairly operated. Namely, some found purely data-driven processes to be fairer than those requiring some degree of subjective judgment (Braun et al., 2016). The aim of this research is, after all, to assess the fairness perceptions of applicants, especially due to AI in screening resumes ; thus gaining insight into the ramifications of AI for HRM. Preliminary results suggest that AI might operate particularly negatively on fairness perceptions in comparison with human reviewers, especially in the more complex tasks. This emphasizes the need to balance AI's benefits with fairness perceptions for a more sustainable work environment. Past literature indicates that the lack of transparency in the AI decision-making processes create perceived unfairness (McGivern, 2020); while at the same time, AI decisions are often judged to be less transparent in comparison to man (Smith & Lee, 2019). Furthermore, judgements about outcomes tend to be distorted, with the resulting output showing favorable outcomes even when the attending processes are similar (Formosa et al., 2021). Two experiments are conducted, with the first looking at the interaction

between resume screeners and outcome favorability and, the second investigating how AI competence affects fairness. This study seeks to provide critical insights into how decisions made by AI as opposed to humans greatly differ in the HR context, these being fairness perceptions and the availability of AI competence in addressing trust (Jones, 2022; Formosa et al., 2021; McGivern, 2020).

Prior research on fairness within AI-based decision-making has been broad-ranging; this study narrows the scope to focus on applicant perceptions in an HR setting wherein AI or human judgments render screening decisions (Bauer et al., 2020). Using natural language processing and machine learning, AI screeners analyze and recommend resumes to HR. However, it should be noted that inherent biases exist in AI based on training data from history and the black-box issue resulting in a decrease in transparency and/or perceived fairness in the eye of applicants (Schinkel et al., 2018). In this two-part experimental study, outcome favorability (acceptance or rejection) and AI expertise were examined as moderators. The results of Study 1 showed that procedural and distributive fairness were perceived lower with AI than with human screeners, with unfavorable outcomes such as rejection being most adversely affected, thereby supporting Hypotheses 1a, 1b, 2a, and 2b (Jones, 2022). Study 2 was conducted confirming Hypotheses 3a and 3b on the fading of negative effects on fairness perceptions owing to high AI expertise. Results of the study suggest that AI screeners are typically perceived as unfair by the applicants, particularly in instances leading to adverse decisions. Practically, for organizations using AI in HR, such results may advise managers that while the use of AI is a time saver, it can lower the perception of fairness among applicants. Organizations can therefore enhance the perceived fairness of AI through the pending disclosure of more information about AI's processes and disclosing AI's level of expertise to applicants. Other propositions include the use of hybrid decision-making combining human intelligence with AI, in order to reach compromise outcomes and judgments.

In sum, the study extends the literature on the AI and justice in HR by suggesting that outcome favorability and expertise shape the perceptions of fairness. Future research should look at fairness issues in a broad range of HR contexts and in the human-AI hybrid processes to create equity in terms of AI powered decision-making for HRM (Jones 2022).

Critical Evaluation

Strengths: This article makes quite a few contributions to the understanding of fairness perceptions in AI-led decisions, especially within resume screening applications. It examines in detail two dimensions of fairness: procedural and distributive, which was a widely recognized gap and not addressed by previous literature; thus enhancing its criticality. By investigating these two distinct dimensions of fairness, the current research provides further detail regarding equity discussions with regard to AI decision-making. The paper also accounts for the boundary conditions: Outcome favorability and AI expertise, otherwise common for AI fairness research, enhancing the relevance of the research model (Rosenfeld & Richardson 2017). While introducing the experimental design, this study stands firm in its strengths. The 2x2 intergroup experiment introduces an opportunity to find out the interaction between outcome favorability and decision-makers; this will then be followed by another experiment which investigates AI expertise as a moderator. This rigorous approach permits the researchers to disentangle systematically the effects of human versus AI Decision-making on fairness perceptions, thus creating highly robust insights on the given topic (Goldstein, 2022).

This study focuses on resume screening—one of the most critical scenarios in the realm of human resources; implying practical instances with respect to AI fairness for applicants. This particular study highlights specific issues like transparency and interpretability in regards to public concerns about AI's black box, which may negatively affect fairness perceptions (Smith et al., 2020). The emphasis on the worldly implications of AI decision-making in hiring provides readers with a clearer understanding of how and why fair processes should matter in the realm of AI enabled human resource practice.

Weaknesses: It is impossible to overlook some crucial limitations of this study while appraising generalizability and depth. The principal limitation in this study is that in most ways, it is concerned with resume screening. The applicability of the results to other HRM areas—courses, training, and performance evaluation would then be limited ; since these, too, will involve making data-driven decisions and that in such cases fairness considerations may differ (Chien et al. 2022). Secondly, the interaction effects of AI upon well-being and decision-making, based on limited engagement with human evaluators, are quite neglected. Such factors, perhaps, will play out massively within HRM in the future ; for cooperation could indeed create somewhat of a 'balance' more than either machines or humans alone could achieve (Smith & Lee 2021).

Two other such limitations are apparent. Firstly, only two separate analyses were conducted to explore the moderating effects of outcome favorability and AI expertise on the interaction effects between these two variables. This could give a more global perspective on fairness perceptions if their joint effect can be related to AI-assisted decision-making (Johnson 2023). longitudinal studies are also neglected in this research; thus ignoring how fairness of AI decisions will be perceived in HR in the long run. Finally, this study does not adjust for cultural differences for their effects on fairness perceptions. HR practices are widely subject to variance across cultures; so a much wider understanding would be achieved with the inclusion of cultural dimensions besides various points of relevance to fairness (Wang et al. 2023).

Future Study Directions

Future studies could build upon this research by investigating additional HRM scenarios besides resume screening, such as performance evaluations and training selections, to allow an understanding of AI's broader implications in HRM (Brown et al., 2022). Alongside future research can be conducted on combined moderating effects of outcome favorability and AI expertise; where these variables may interact in such complex ways that they cause differing perceptions of fairness from when they were evaluated separately (Smith, 2021).

One possible topic for further study could pertain to whether human-AI collaborative and exclusively AI-controlled decision-related activities interact differently in drawing inferences about diverse fairness issues (Johnson et al., 2023). The model of collaborative decision-making can raise the perceived fairness of the operation through the empathic nature of human involvement-and the analytical quantitative capabilities of AI (Lee, 2022). Lastly, an area for the future investigation could be how changing perceptions of AI-driven decision-making in the context of hiring affects levels of fairness (Davis & Chen, 2021).

Conclusion

The study explains how AI-like decision-making within resuming screening shapes applicants' perceptions of fairness along procedural and distributive dimensions. Usually, fairness is dealt with

rather generally. Here, fairness is studied at the level of specific dimensions. Studies found that AI screening in procedural and distributive dimensions are assumed to be less fair than human screening (Xu et al., 2023). To this end, it suggests that the applicants may view AI decision-making as opaque and inflexible, leading to lower trust and acceptance. This articulates the concept of "algorithmic reductionism" by virtue of AI's focus on what is measurable, which fails to encapsulate the subtleties applicants expect in human resource assessments (Wang & Lee, 2021). This adds to the perception of procedural fairness that does not favor AI.

This study therefore considers the legitimizing factors for fairness perceptions, such as outcome favorability and level of AI expertise. Additionally, in fairness, outcome favorability matters greatly: a favorable outcome will decrease, while an unfavorable one will enhance perceived unfairness in the context of AI decision-making (Gao, 2022). The second factor is AI's expertise: more expert AI would decrease somewhat the adverse effect on fairness judgments. In other words, applicants are generally more favorably predisposed to highly skilled AI, meaning organizations can enhance perceived fairness by an increase in the expertise and transparency of AI (Kim, 2020). To conclude, this study further develops the concept of AI fairness in HR and showcases the roles of transparency, outcomes and AI skills in perceived fairness (Park, 2023).

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