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Artificial Intelligence in the Workplace: Challenges for Human Resource Management

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Abstract

Increasing evidence suggests the benefits of artificial intelligence (AI) for human resource management (HRM) as well as its threats to the future of work and employment. Fewer studies, however, have explored AI challenges for HR managers, considering the ethical and legal issues at stake in the design and implementation of AI-enabled HRM applications. This study addressed this gap in the literature by exploring the opportunities and challenges of AI applications for HRM from the perspective of experienced HRM professionals. In depth semi-structured interviews were conducted with 15 prominent Israeli HRM professionals from varied business organizations. All interviews were audio recorded and transcribed verbatim. A grounded theory approach was utilized for the qualitative analysis of the data. Although the participants in this study acknowledge that AI has benefits, there is a dramatic controversy among HRM professionals whether organizations should allow AI to make judgements concerning employees. The findings suggest that senior HRM professionals have significant concerns and doubts regarding the impact of AI utilization in their daily practices on responsible management and decent work. In sum, this study, which reflects current societal and technological controversies, aims to make a contribution to the critical theorizing of AI and advance our understanding of the future of work.

Keywords: AI, organizations, management, technology, employees